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PRESIDENT 1908-1909

JAMES F. SHAW, PRESIDENT,

CITIZENS' ELECTRIC STREET
RAILWAY CO.

NEWBURYPORT, MASS.

PROCEEDINGS

OF THE

American Street and Interurban Railway Association

1909

CONTAINING A COMPLETE REPORT OF THE TWENTY-EIGHTH ANNUAL CONVENTION, HELD AT THE AUDITORIUM, DENVER, COLO., OCTOBER 5, 6, 7, 1909

PUBLISHED BY THE ASSOCIATION FROM THE OFFICE

OF THE SECRETARY

29 WEST 39TH STREET, NEW YORK, N. Y.

THE NAME OF THIS ASSOCIATION WAS FORMERLY THE

AMERICAN STREET RAILWAY ASSOCIATION,

ORGANIZED AT BOSTON, MASS., DECEMBER 13, 1882.

REORGANIZED AT PHILADELPHIA, PA., SEPTEMBER 27, 1905.

FEDERAL PRINTING COMPANY
WITH WHICH IS CONSOLIDATED THE
GREENWICH PRINTING COMPANY
NEW YORK CITY, N. Y.

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OFFICERS, 1908-1909.

(Officers of the 1909 Convention.)

PRESIDENT:

JAMES F. SHAW,

President Citizens' Electric Street Railway Co.,

NEWBURYPORT, MASS.

FIRST VICE-PRESIDENT:

ARTHUR W. BRADY,

President, Indiana Union Traction Co.,

ANDERSON, IND.

SECOND VICE-PRESIDENT:

THOMAS N. McCARTER,

President, Public Service Railway Co.,

NEWARK, N. J.

THIRD VICE-PRESIDENT:

GEORGE H. HARRIES,

Second Vice-President, Washington Railway & Electric Co.,

WASHINGTON, D. C.

FOURTH VICE-PRESIDENT:

CHARLES N. BLACK,

Vice-President and General Manager, United Railroads of San Francisco,

SAN FRANCISCO, CAL.

SECRETARY-TREASURER:

BERNARD V. SWENSON,

29 WEST THIRTY-NINTH STREET, NEW YORK, N. Y.

EXECUTIVE COMMITTEE:

PRESIDENT, VICE-PRESIDENTS AND

R. N. WALLIS, Treasurer, Fitchburg & Leominster Street Railway Co. (President American Street and Interurban Railway Accountants' Association), Fitchburg, Mass.

PAUL WINSOR, Chief Engineer of Motive Power and Rolling Stock, Boston Elevated Railway Co. (President American Street and Interurban Railway Engineering Association), Boston, Mass.

C. B. HARDIN, Claim Agent, United Railways Co. of St. Louis. (President American Street and Interurban Railway Claim Agents' Association), St. Louis, Mo.

C. LOOMIS ALLEN, Vice-President and General Manager, Utica & Mohawk Valley Railway Co. (President American Street and Interurban Railway Transportation and Traffic Association), Utica, N. Y.

OFFICERS, 1909-1910.

(Elected at the 1909 Convention.)

PRESIDENT:

JAMES F. SHAW,

President, Citizens' Electric Street Railway Co.,

NEWBURYPORT, MASS.

FIRST VICE-PRESIDENT:

ARTHUR W. BRADY,

President, Indiana Union Traction Co.,

ANDERSON, IND.

SECOND VICE-PRESIDENT:

THOMAS N. McCARTER,

President, Public Service Railway Co.,

NEWARK, N. J.

THIRD VICE-PRESIDENT:

GEORGE H. HARRIES,

Second Vice-President, Washington Railway & Electric Co.,

WASHINGTON, D. C.

FOURTH VICE-PRESIDENT:

CHARLES N. BLACK,

Vice-President and General Manager, United Railroads of San Francisco.

SAN FRANCISCO, CAL.

SECRETARY-TREASURER:

BERNARD V. SWENSON,

29 WEST THIRTY-NINTH STREET, NEW YORK, N. Y.

EXECUTIVE COMMITTEE:

PRESIDENT, VICE-PRESIDENTS AND

H. S. SWIFT, Secretary and Auditor, Toledo Railways & Light Co. (President American Street and Interurban Railway Accountants' Association), Toledo, Ohio

F. H. LINCOLN, Assistant General Manager, Philadelphia Rapid Transit Co. (President American Street and Interurban Railway Engineering Association). Philadelphia, Pa.

E. C. CARPENTER, Claim Agent, Indiana Union Traction Co. (President American Street and Interurban Claim Agents' Association), Anderson, Ind.

R. I. TODD, Vice-President and General Manager, Indianapolis Traction & Terminal Co. (President American Street and Interurban Railway Transportation and Traffic Association), Indianapolis, Ind.

COMMITTEES, 1908-1909.

Committee on Subjects.

T. N. McCarter, *Chairman,* President, Public Service Railway Co., Newark, N. J.

C. O. Kruger, Second Vice-President and General Manager, Philadelphia Rapid Transit Co., Philadelphia, Pa.

W. A. House, President, The United Railways & Electric Co. of Baltimore, Baltimore, Md.

Dana Stevens, Vice-President, The Ohio Electric Railway Co., Cincinnati, Ohio.

R. N. Wallis, Treasurer, Fitchburg & Leominster Street Railway Co., Fitchburg, Mass.

Paul Winsor, Chief Engineer of Motive Power and Rolling Stock, Boston Elevated Railway Co., Boston, Mass.

C. B. Hardin, Claim Agent, United Railways Co. of St. Louis, St. Louis, Mo.

C. Loomis Allen, Vice-President and General Manager, Utica & Mohawk Valley Railway Co., Utica, N. Y.

Committee on Public Relations.

Gen. W. A. Bancroft, *Chairman,* President, Boston Elevated Railway Co., Boston, Mass.

Hon. W. Caryl Ely, President, Ohio Valley Finance Co., Buffalo, N. Y.

H. J. McGowan, President, Indianapolis Traction & Terminal Co., Indianapolis, Ind.

H. E. Andrews, President, New York State Railways, New York, N. Y.

W. G. Evans, President, The Denver City Tramway Co., Denver, Colo.

Frank Hedley, Vice-President and General Manager, Interborough Rapid Transit Co., New York, N. Y.

J. D. Callery, President, Pittsburg Railways Co., Pittsburg, Pa.

J. M. Roach, President, Chicago Railways Co., Chicago, Ill.

J. F. Calderwood, Third Vice-President and General Manager, Brooklyn Rapid Transit Co., Brooklyn, N. Y.

J. C. Hutchins, President, Detroit United Railway Co., Detroit, Mich.

C. N. Black, Vice-President and General Manager, United Railroads of San Francisco, San Francisco, Cal.

E. C. Foster, Second Vice-President, New Orleans Railway & Light Co., New Orleans, La.

Percy Warner, President and Manager, Nashville Railway & Light Co., Nashville, Tenn.

Russell Robb, President, Tacoma Railway & Power Co., Boston, Mass.

Committees, 1908-1909—(Continued).

Committee on Interstate Commerce Commission Affairs.

GEN. GEO. H. HARRIS, *Chairman*, Second Vice-President, Washington Railway & Electric Co., Washington, D. C.

F. R. FORD, Ford, Bacon & Davis, New York, N. Y.

A. W. BRADY, President, Indiana Union Traction Co., Anderson, Ind.

C. S. SERGEANT, Vice-President, Boston Elevated Railway Co., Boston, Mass.

HON. W. B. MCKINLEY, President, The Illinois Traction System, Champaign, Ill.

Committee on Insurance.

H. J. DAVIES, *Chairman*, Secretary, Cleveland Railway Co., Cleveland, O.

C. O. KRUGER, Second Vice-President and General Manager, Philadelphia Rapid Transit Co., Philadelphia, Pa.

G. L. ESTABROOK, Secretary and Treasurer, East St. Louis & Suburban Railway Co., Philadelphia, Pa.

A. H. FORD, President, Birmingham Railway, Light & Power Co., Birmingham, Ala.

G. W. BRINE, Vice-President, Georgia Railway & Electric Co., Atlanta, Ga.

P. G. GOSSLER, J. G. White & Co., Inc., New York, N. Y.

Committee on Welfare of Employees.

E. G. CONNETTE, *Chairman*, General Manager, Worcester Consolidated Street Railway Co., Worcester, Mass.

W. G. ROSS, Managing Director, Montreal Street Railway Co., Montreal, Canada.

W. A. HOUSE, President, The United Railways & Electric Co. of Baltimore, Baltimore, Md.

E. K. STEWART, Vice-President, Treasurer and General Manager, Columbus Railway & Light Co., Columbus, Ohio.

J. B. CRAWFORD, General Superintendent, Fort Wayne & Wabash Valley Traction Co., Fort Wayne, Ind.

Committee on Compensation for Carrying United States Mail.

R. S. GOFF, *Chairman*, General Manager, Boston & Northern Street Railway Co., Boston, Mass.

H. A. NICHOLL, General Manager, Indiana Union Traction Co., Anderson, Ind.

G. B. HIPPEE, President and Treasurer, Des Moines City Railway Co., Des Moines, Iowa.

E. S. FASSETT, General Manager, United Traction Co., Albany, N. Y.

A. D. SCHINDLER, General Manager, Northern Electric Railway Co., Chico, Cal.

A. R. PIPER, General Freight Agent, Brooklyn Rapid Transit Co., Brooklyn, N. Y.

Committees, 1908-1909—(Continued).

Committee on Active Membership.

C. S. Sergeant, *Chairman*, Vice-President, Boston Elevated Railway Co., Boston, Mass.

Hon. W. Caryl Ely, President, Ohio Valley Finance Co., Buffalo, N. Y.

J. H. McGraw, President, McGraw Publishing Co., New York, N. Y.

C. N. Black, Vice-President and General Manager, United Railroads of San Francisco, San Francisco, Cal.

C. Loomis Allen, Vice-President and General Manager, Utica & Mohawk Valley Railway Co., Utica, N. Y.

W. G. Ross, Managing Director, Montreal Street Railway Co., Montreal, Canada.

J. A. Beeler, Vice-President and General Manager, The Denver City Tramway Co., Denver, Colo.

C. L. S. Tingley, Second Vice-President, The American Railways Co., Philadelphia, Pa.

H. C. Page, Vice-President and General Manager, Springfield Street Railway Co., Springfield, Mass.

R. S. Goff, General Manager, Boston & Northern Street Railway Co., Boston, Mass.

W. E. Harrington, General Manager, Schuylkill & Dauphin Traction Co., Pottsville, Pa.

J. N. Shannahan, Vice-President and General Manager, Washington, Baltimore & Annapolis Railway Co., Baltimore, Md.

A. H. Ford, President, Birmingham Railway, Light & Power Co., Birmingham, Ala.

E. A. Newman, Secretary, Treasurer and General Manager, Portland R. R. Co., Portland, Maine.

W. H. Glenn, Secretary, Georgia Railway & Electric Co., Atlanta, Ga.

R. I. Todd, Vice-President and General Manager, Indianapolis and Traction & Terminal Co., Indianapolis, Ind.

D. A. Hegarty, General Manager, Little Rock Railway & Electric Co., Little Rock, Ark.

R. E. Hunt, Assistant General Manager, Utah Light & Railway Co., Salt Lake City, Utah.

C. B. Fairchild, Jr., ex-Editor, *Electric Traction Weekly*, Chicago, Ill.

P. P. Crafts, General Manager, Iowa & Illinois Railway Co., Clinton, Ia.

C. F. Hewitt, General Superintendent, East St. Louis & Suburban Railway Co., East St. Louis, Ill.

A. W. Warnock, General Passenger Agent, Twin City Rapid Transit Co., Minneapolis, Minn.

A. H. Classen, President, Oklahoma Railway Co., Oklahoma City, Okla.

E. E. Potter, Manager, The Seattle Electric Co., Seattle, Wash.

Harro Harrsen, General Manager, Mexico Tramways Co., City of Mexico, Mexico.

C. C. Smith, President, Eastern Wisconsin Railway & Light Co., Milwaukee, Wis.

Committees, 1908-1909—(Continued).

Committee on Associate Membership.

C. Loomis Allen, *Chairman,* Vice-President and General Manager, Utica & Mohawk Valley Railway Co., Utica, N. Y.

H. H. Adams, Superintendent of Rolling Stock and Shops, Metropolitan Street Railway Co., New York, N. Y.

J. S. Doyle, Superintendent of Car Equipment, Interborough Rapid Transit Co., New York, N. Y.

R. E. Danforth, General Manager, Public Service Railway Co., Newark, N. J.

*H. F. Grant, District Manager, Stone & Webster Management Association, Boston, Mass.

J. B. MacAfee, President, Norfolk & Portsmouth Traction Co., Norfolk, Va.

J. A. Beeler, Vice-President and General Manager, The Denver City Tramway Co., Denver, Colo.

W. W. Sargent, General Manager, Fitchburg & Leominster Street Railway Co., Fitchburg, Mass.

M. C. Brush, Vice-President and General Manager, Middlesex & Boston Street Railway Co., Newtonville, Mass.

W. O. Wood, Vice-President and General Manager, New York & Queens County Railway Co., Long Island City, N. Y.

C. H. Hile, Assistant to Vice-President, Boston Elevated Railway Co., Boston, Mass.

P. N. Jones, Electrical and Mechanical Engineer, Pittsburg Railways Co., Pittsburg, Pa.

D. A. Hegarty, General Manager, Little Rock Railway & Electric Co., Little Rock, Ark.

C. E. Flagg, Publicity Agent, Spokane & Inland Empire Railroad Co., Spokane, Wash.

W. H. Staub, Purchasing Agent, The United Railways & Electric Co. of Baltimore, Baltimore, Md.

*H. S. Cooper, Manager, Galveston Electric Co., Galveston, Texas.

T. W. Passailaigue, Superintendent of Street Railway Department, Charleston Consolidated Railway, Gas & Electric Co., Charleston, S. C.

C. F. Hewitt, General Superintendent, East St. Louis & Suburban Railway Co., East St. Louis, Ill.

A. W. Warnock, General Passenger Agent, Twin City Rapid Transit Co., Minneapolis, Minn.

H. B. Nichols, Engineer of Way, Philadelphia Rapid Transit Co., Philadelphia, Pa.

R. E. Hunt, Assistant General Manager, Utah Light & Railway Co., Salt Lake City, Utah.

---

*Deceased.

Committees, 1908-1909—(Continued).

W. S. Dimmock, Manager, Tacoma Railway & Power Co., Tacoma, Wash.

L. D. Mathes, Manager, Union Electric Co., Dubuque, Iowa.

W. T. Bivins, Engineer of Electric Equipment, United Railroads of San Francisco, San Francisco, Cal.

Committee on Education.

Prof. H. H. Norris, *Chairman*, Cornell University, Ithaca, N. Y.

R. E. Danforth, General Manager, Public Service Railway Co., Newark, N. J.

Prof. A. S. Richey, Worcester Polytechnic Institute, Worcester, Mass.

*Howard F. Grant, District Manager, Stone & Webster Management Association, Boston, Mass.

Prof. D. C. Jackson, Massachusetts Institute of Technology, Boston, Mass.

Committee to Consider Suggestions Contained in the Annual Address of the President at the 1908 Convention.

Hon. J. F. Shaw, *Chairman*, President, Citizens' Electric Street Railway Co., Newburyport, Mass.

C. G. Goodrich, President, Twin City Rapid Transit Co., Minneapolis, Minn.

Hon. W. Caryl Ely, President, Ohio Valley Finance Co., Buffalo, N. Y.

A. W. Brady, President, Indiana Union Traction Co., Anderson, Ind.

C. Loomis Allen, Vice-President and General Manager, Utica & Mohawk Valley Railway Co., Utica, N. Y.

R. N. Wallis, Treasurer, Fitchburg & Leominster Street Railway Co., Fitchburg, Mass.

A. E. Lang, President, Toledo Railways & Light Co., Toledo, Ohio.

G. T. Rogers, President, Binghamton Railway Co., Binghamton, N. Y.

Special Committee on Revision of Dues.

A. W. Brady, *Chairman*, President, Indiana Union Traction Co., Anderson, Ind.

*H. F. Grant, District Manager, Stone & Webster Management Association, Boston, Mass.

L. S. Storrs, President, New England Investment and Security Co., Springfield, Mass.

Hon. J. F. Shaw, President, Citizens' Electric Street Railway Co., Newburyport, Mass.

B. V. Swenson, Secretary and Treasurer, American Street and Interurban Railway Association, New York, N. Y.

Special Committee on Revision of Associate Membership.

Gen. Geo. H. Harries, *Chairman*, Second Vice-President, Washington Railway & Electric Co., Washington, D. C.

*Deceased.

Committees, 1908-1909—(Continued).

Hon. W. Caryl Ely, President, Ohio Valley Finance Co., Buffalo, N. Y.
T. N. McCarter, President, Public Service Railway Co., Newark, N. J.
Paul Winsor, Chief Engineer of Motive Power & Rolling Stock, Boston Elevated Railway Co., Boston, Mass.
H. R. Goshorn, General Claim Agent, Philadelphia Rapid Transit Co., Philadelphia, Pa.

Supervising Committee to Co-operate in the Preparation of the New Electric Railway Dictionary to Be Published by the McGraw Publishing Company.

H. H. Adams, *Chairman,* Superintendent of Rolling Stock and Shops, Metropolitan Street Railway Co., New York, N. Y.
Paul Winsor, Chief Engineer of Motive Power and Rolling Stock, Boston Elevated Railway Co., Boston, Mass.
Richard McCulloch, Assistant General Manager, United Railways Co. of St. Louis, St. Louis, Mo.

Juror to Represent the A. S. & I. R. A. in the Matter of the Prizes Offered by the J. G. Brill Co. for the Three Best Theses on Design of an Electric Railway Car for City Service.

W. A. House, President, The United Railways & Electric Co. of Baltimore, Baltimore, Md.

PRESIDENTS OF THE ASSOCIATION SINCE ORGANIZATION.

1882-83.....H. H. Littell.
1883-84.....William H. Hazzard.*
1884-85.....Calvin A. Richards.*
1885-86.....Julius S. Walsh.
1886-87.....Thomas W. Ackley.*
1887-88.....Charles B. Holmes.
1888-89.....George B. Kerper.
1889-90.....Thomas Lowry.*
1890-91.....Henry M. Watson.
1891-92.....John G. Holmes.*
1892-93.....D. F. Longstreet.
1893-94.....Henry C. Payne.*
1894-95.....Joel Hurt.
1895-96.....H. M. Littell.
1896-97.....Robert McCulloch.
1897-98.....Albion E. Lang.
1898-99.....Charles S. Sergeant.
1899-1900.....John M. Roach.
1900-01.....Walton H. Holmes.
1901-02.....Herbert H. Vreeland.
1902-03.....Jere C. Hutchins.
1903-04.....W. Caryl Ely.
1904-05.....W. Caryl Ely.
1905-06.....W. Caryl Ely.
1906-07.....John I. Beggs.
1907-08.....Calvin G. Goodrich.
1908-09.....James F. Shaw.
1909-10.....James F. Shaw.

*Deceased.

CONVENTIONS OF THE ASSOCIATION SINCE ORGANIZATION.

1882—Boston, Mass., Organization Meeting, December 12-13
1883—Chicago, Ill.....October 9-10
1884—New York, N. Y.....October 15-17
1885—St. Louis, Mo.....October 21-23
1886—Cincinnati, Ohio.....October 20-21
1887—Philadelphia, Pa.....October 19-20
1888—Washington, D. C.....October 17-18
1889—Minneapolis, Minn.....October 16-17
1890—Buffalo, N. Y.....October 15-16
1891—Pittsburg, Pa.....October 21-22
1892—Cleveland, Ohio.....October 19-20
1893—Milwaukee, Wis.....October 18-19
1894—Atlanta, Ga.....October 17-19
1895—Montreal, Quebec.....October 15-18
1896—St. Louis, Mo.....October 20-23
1897—Niagara Falls, N. Y.....October 19-22
1898—Boston, Mass.....September 6-9
1899—Chicago, Ill.....October 17-20
1900—Kansas City, Mo.....October 16-19
1901—New York, N. Y.....October 9-11
1902—Detroit, Mich.....October 8-10
1903—Saratoga Springs, N. Y.....September 2-4
1904—St. Louis, Mo.....October 12-13
1905—Philadelphia, Pa.....September 27-28
1906—Columbus, Ohio.....October 15-19
1907—Atlantic City, N. J.....October 14-18
1908—Atlantic City, N. J.....October 12-16
1909—Denver, Colo.....October 4-8

OFFICERS SINCE ORGANIZATION.

OFFICERS, ORGANIZATION MEETING.

(American Street Railway Association.)

Chairman:
*MOODY MERRILL,
President, Highland Street Railway Co., Boston, Mass.

Secretaries:
CHAUNCEY C. WOODWORTH,
Secretary, Rochester City & Brighton Railroad Co., Rochester, N. Y.
CHARLES B. CLEGG,
President, Oakwood & Dayton Street Railway Co., Dayton, O.
Elected at Boston, Mass., December 12, 1882.

OFFICERS, 1882-1883.

President:
H. H. LITTELL,
General Manager, Louisville City Railway Co., Louisville, Ky.

First Vice-President:
*WILLIAM H. HAZZARD,
President, Brooklyn City Railroad Co., Brooklyn, N. Y.

Second Vice-President:
*CALVIN A. RICHARDS,
President, Metropolitan Railroad Co., Boston, Mass.

Third Vice-President:
GEORGE B. KERPER,
President, Mount Adams & Eden Park Inclined Railway, Cincinnati, O.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:
President, Vice-Presidents and
Julius S. Walsh, Pres., Citizens' Railway Co.....St. Louis, Mo.
Charles Cleminshaw, Vice-Pres., Troy & Lansingburgh Railroad Co., Troy, N. Y.
*Thomas Lowry, Pres., Minneapolis Street Railway Co.....Minneapolis, Minn.
James K. Lake, Supt., Chicago West Division Railway .....Chicago, Ill.
Daniel F. Longstreet, Gen. Man., Union Railroad Co.....Providence, R. I.
Elected at Boston, Mass., December 13, 1882.

OFFICERS, 1883-1884.

President:
*WILLIAM H. HAZZARD,
President, Brooklyn City Railroad Co., Brooklyn, N. Y.

First Vice-President:
JAMES K. LAKE,
Superintendent, Chicago West Division Railway, Chicago, Ill.

Second Vice-President:
GEORGE B. KERPER,
President, Mount Adams & Eden Park Inclined Railway, Cincinnati, O.

Third Vice-President:
DANIEL F. LONGSTREET,
General Manager, Union Railroad Co., Providence, R. I.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:
President, Vice-Presidents and
H. H. Littell, Gen. Man., Louisville City Railway Co.....Louisville, Ky.
*John G. Holmes, Pres., Citizens' Street Railroad Co.....Pittsburg, Pa.
Julius E. Rugg, Supt., Highland Street Railroad.....Boston, Mass.
Pierre C. Maffitt, Pres., Missouri Railroad Co.....St. Louis, Mo.
*Jacob Sharp, Pres., Twenty-third Street Railway Co.....New York, N. Y.
Elected at Chicago, Ill., October 10, 1883.

*Deceased.

OFFICERS, 1884-1885.

President:

*CALVIN A. RICHARDS,

President, Metropolitan Railroad Co., Boston, Mass.

First Vice-President:
JULIUS S. WALSH,
President, Citizens' Railway Co., St. Louis, Mo.

Second Vice-President:
HENRY M. WATSON,
President, Buffalo Street Railroad Co., Buffalo, N. Y.

Third Vice-President:
EDWARD LUSHER,
Secretary and Treasurer, Montreal City Passenger Railway Co., Montreal, Quebec.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

*William H. Hazzard, Pres., Brooklyn City Railroad Co.....Brooklyn, N. Y.
James K. Lake, Supt., Chicago West Division Railway.....Chicago, Ill.
*Charles J. Harrah, Pres., People's Passenger Railway Co.....Philadelphia, Pa.
*William White, Pres., Dry Dock, E. Broadway & B. Railroad Co.New York, N.Y.
B. du Pont, Pres., Central Passenger Railroad Co.....Louisville, Ky.
Elected at New York, N. Y., October 17, 1884.

OFFICERS, 1885-1886.

President:

JULIUS S. WALSH,

President, Citizens' Railway Co., St. Louis, Mo.

First Vice-President:
* WILLIAM WHITE,
President, Dry Dock, E. Broadway & B. Railroad Co., New York, N. Y.

Second Vice-President:
CHARLES B. HOLMES,
President, Chicago City Railway Co., Chicago, Ill.

Third Vice-President:
* SAMUEL LITTLE,
Treasurer, Highland Street Railway Co., Boston, Mass.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON.
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

*Calvin A. Richards, Pres., Metropolitan Railroad Co.....Boston, Mass.
John Kilgour, Pres., Cincinnati Street Railway Co.....Cincinnati, O.
John Maguire, Pres., City Railroad Co.....Mobile, Ala.
*Thomas W. Ackley, Pres., 13th and 15th Streets Pass. Railway Co.Philadelphia,Pa.
Chauncey C. Woodworth, Sec., Rochester City & B. Railroad Co.Rochester, N. Y.
Elected at St. Louis, Mo., October 23, 1885.

OFFICERS, 1886-1887.

President:

*THOMAS W. ACKLEY,

President, 13th and 15th Streets Pasenger Railway Co., Philadelphia, Pa.

First Vice-President:
ALBERT G. CLARK,
Vice-President, Cincinnati Street Railway Co., Cincinnati, O.

Second Vice-President:
* WILLIAM H. SINCLAIR,
President, Galveston City Railroad Co., Galveston, Tex.

Third Vice-President:
PRENTISS CUMMINGS,
President, Cambridge Railroad Co., Cambridge, Mass.

Secretary and Treasurer:
*WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

Julius S. Walsh, Pres., Citizens' Railway Co.....St. Louis, Mo.
Henry Hurt, Pres., Washington & Georgetown Railroad Co..Washington D. C.
*C. Densmore Wyman, Vice-Pres., Central Park, N. & E. River Railroad Co. N. Y.
*A. Everett, Pres., East Cleveland Railroad Co.....Cleveland, Ohio.
Samuel S. Spaulding, Pres., East Side Street Railroad Co.....Buffalo, N. Y.
Elected at Cincinnati, O., October 21, 1886.

*Deceased.

OFFICERS, 1887-1888.

President:

CHARLES B. HOLMES,

President, Chicago City Railway Co., Chicago, Ill.

First Vice-President:
JULIUS E. RUGG,
General Superintendent, Boston Consolidated Street Railway, Boston, Mass.

Second Vice-President:
* R. DUDLEY FRAYSER,
President, Memphis City Railway Co., Memphis, Tenn.

Third Vice-President:
CHARLES B. CLEGG,
Director, Dayton Street Railroad Co., Dayton, O.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

*Thomas W. Ackley, Pres., 13th and 15th Streets Pass. Railway Co. Philadelphia, Pa.
*Winfield Smith, Pres., Cream City Railroad Co. ..... Milwaukee, Wis.
Daniel F. Lewis, Pres., Brooklyn City Railroad Co. ..... Brooklyn, N. Y.
*Charles Green, Pres., People's Railway Co. ..... St. Louis, Mo.
Edward G. Mosher, Supt., Augusta & Summerville Railroad ..... Augusta, Ga.

Elected at Philadelphia, Pa., October 20, 1887.

OFFICERS, 1888-1889.

President:

GEORGE B. KERPER,

President, Mount Adams & Eden Park Inclined Railway, Cincinnati, O.

First Vice-President:
JESSE METCALF,
President, Union Railroad Co., Providence, R. I.

Second Vice-President:
HENRY HURT,
President, Washington & Georgetown Railroad Co., Washington, D. C.

Third Vice-President:
WILLIAM H. MARTIN,
Vice-President, Ferries & Cliff House Railway Co., San Francisco, Cal.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

Charles B. Holmes, Pres., Chicago City Railway Co. ..... Chicago, Ill.
John Scullin, Pres., Union Depot Railroad Co. ..... St. Louis, Mo.
James H. Johnston, Pres., City & Suburban Railway Co. ..... Savannah, Ga.
Henry A. Sage, Pres., Easton, S. Easton & W. E. Pass. Railway Co. . Easton, Pa.
Edward J. Lawless, Supt. Metropolitan Street Railway ..... Kansas City, Mo.

Elected at Washington, D. C., October 18, 1888.

OFFICERS, 1889-1890.

President:

* THOMAS LOWRY,

President, Minneapolis & St. Paul Street Railway Cos., Minneapolis, Minn.

First Vice-President:
*C. DENSMORE WYMAN,
Vice-President, Central Park, North & East River Railroad Co., New York, N. Y.

Second Vice-President:
JOHN C. SHAFFER,
President Citizens' Street Railroad Co., Indianapolis, Ind.

Third Vice-President:
ROBERT McCULLOCH,
General Manager, Citizens', St. Louis, Cass Avenue & Fair Grounds, and Benton-Bellefontaine Railways, St. Louis, Mo.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

George B. Kerper, Pres., Mt. Adams & E. P. Inc. Railway Co. . . . . Cincinnati, O.
George W. Kiely, Man. Dir., Toronto Street Railway Co. . . . . Toronto, Ontario.
Frank H. Monks, Gen. Man., West End Street Railway Co. . . . . Boston, Mass.
Raphael Semmes, Supt., Citizens' Street Railroad ..... Memphis, Tenn.
Francis M. Eppley, Pres., Orange Cross-Town & B. Railway Co. . . . . Orange, N. J

Elected at Minneapolis, Minn., October 17, 1889.

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*Deceased.

OFFICERS, 1890-1891.

President:

HENRY M. WATSON,

President Buffalo Street Railroad, and Buffalo East Side Street Railway, Cos., Buffalo, N. Y.

First Vice-President:
WILLIAM A. SMITH,
General Manager, Omaha Street Railway Co., Omaha, Neb.

Second Vice-President:
CHARLES ODELL,
President, Newburyport & Amesbury Street Railroad Co., Newburyport, Mass.

Third Vice-President:
ANDREW D. ROGERS,
President, Columbus Consolidated Street Railroad Co., Columbus O.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

*Thomas Lowry, Pres. Minneapolis and St. Paul Street R'y Cos. Minneapolis, Minn.
David F. Henry, Pres. Federal Street & P. V. Pass. Railway Co. ..Pittsburg, Pa.
Albert E. Thornton, Director Atlanta Street Railroad Co.....Atlanta, Ga.
Harvey M. Littell, Gen. Man. Cincinnati Inclined Plane R'y Co....Cincinnati, O.
Thomas C. Keefer, President Ottawa City Pass Railway Co.....Ottawa, Ontario.

Elected at Buffalo, N. Y., October 16, 1890.

OFFICERS, 1891-1892.

President:

*JOHN G. HOLMES,

President Citizens' Traction Co., Pittsburg, Pa.

First Vice-President:
* THOMAS H. McLEAN,
Secretary, Twenty-third Street Railway Co., New York, N. Y.

Second Vice-President:
JAMES B. SPEED,
President, Louisville City Railway Co., Louisville, Ky.

Third Vice-President:
ALBION E. LANG,
Vice-President, Toledo Consolidated Street Railway Co., Toledo, O.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

Henry M. Watson, President Buffalo Railway Co.....Buffalo, N. Y.
Lewis Perrine, Jr., Pres. Trenton Pass. Railway Co. Consolidated..Trenton, N. J.
W. Worth Bean, President St. Joseph & Benton Harbor R'y Co..St. Joseph, Mich.
Murry A. Verner, Pres. Pittsburg & Birmingham Traction Co....Pittsburg, Pa.
Thomas C. Penington, Treasurer Chicago City Railway Co.....Chicago, Ill.

Elected at Pittsburg, Pa., October 22, 1891.

OFFICERS, 1892-1893.

President:

D. F. LONGSTREET,

Vice-Pres. and Gen. Man. West End Street Railroad Co., Denver, Col.

First Vice-President:
* A. EVERETT,
President East Cleveland Railroad Co., Cleveland, O.

Second Vice-President:
JOEL HURT,
President Atlanta Consolidated Street Railroad Co., Atlanta, Ga.

Third Vice-President:
W. WORTH BEAN,
President St. Joseph & Benton Harbor Electric Railway Co., St. Joseph, Mich.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Secretary and Treasurer Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

*John G. Holmes, President Citizens' Traction Co.....Pittsburg, Pa.
John D. Crimmins, President Metropolitan Traction Co.....New York, N. Y.
Thomas J. Minary, General Manager Louisville Railway Co.....Louisville, Ky.
James R. Chapman, Vice-Pres. Consolidated St. Railway Co. Grand Rapids, Mich.
Benjamin E. Charlton, President Hamilton Street Railway Co....Hamilton, Ont.

Elected at Cleveland, O., October 20, 1892.

*Deceased.

OFFICERS, 1893-1894.

President:
*HENRY C. PAYNE,
Vice-President, Milwaukee Street Railway Co., Milwaukee, Wis.

First Vice-President:
*WILLIAM J. STEPHENSON,
President Metropolitan Railroad Co., Washington, D. C.

Second Vice-President:
JAMES R. CHAPMAN,
Vice-President, Consolidated Street Railway Co., Grand Rapids, Mich.

Third Vice-President:
LEWIS PERRINE, Jr.,
President Trenton Passenger Railway Co., Consolidated, Trenton, N. J.

Secretary and Treasurer:
*WILLIAM J. RICHARDSON,
Secretary and Treasurer, Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:
President, Vice-Presidents and
D. F. Longstreet, Vice-President West End Street Railway Co....Denver, Col.
*Thomas H. McLean, Gen. Man. Citizens' Street Railroad Co.Indianapolis, Ind.
Edwards Whitaker, President Lindell Railway Co.....St. Louis, Mo.
W. Y. Soper, President Ottawa Electric Street Railway Co....Ottawa, Ontario.
E. S. Goodrich, President Hartford Street Railway Co.....Hartford, Conn.
Elected at Milwaukee, Wis., October 19, 1893.

OFFICERS, 1894-1895.

President:
JOEL HURT,
President, Atlanta Consolidated Street Railway Co., Atlanta, Ga.

First Vice-President:
W. WORTH BEAN,
President St. Joseph & Benton Harbor Electric Railway & Light Co., St. Joseph, Mich.

Second Vice-President:
JOHN H. CUNNINGHAM,
Director Lynn & Boston Railroad Co., Boston, Mass.

Third Vice-President:
RUSSELL B. HARRISON,
President Terre Haute Street Railway Co., Terre Haute, Ind.

Secretary and Treasurer:
* WILLIAM J. RICHARDSON,
Director Atlantic Avenue Railroad Co., Brooklyn, N. Y.

EXECUTIVE COMMITTEE:
President, Vice-Presidents and
*Henry C. Payne, Vice-President Milwaukee Street Railway Co..Milwaukee, Wis.
*William H. Jackson, President Nashville Street Railway.....Nashville, Tenn.
D. G. Hamilton, President Cass Ave. & Fair Grounds Ry. Co. and St. Louis R. R. Co.....St. Louis, Mo.
Granville C. Cunningham, Man. Montreal Street Railway Co..Montreal Quebec.
John N. Partridge, Pres. Brooklyn City & Newtown Railroad Co.Brooklyn, N. Y.
Elected at Atlanta, Ga., October 19, 1894.

OFFICERS, 1895-1896.

President:
H. M. LITTELL,
President Atlantic Avenue Railroad Co., Brooklyn, N. Y.

First Vice-President:
GRANVILLE C. CUNNINGHAM,
Manager Montreal Street Railway Co., Montreal, Quebec.

Second Vice-President:
*WILLIAM H. JACKSON,
President Nashville Street Railway, Nashville, Tenn.

Third Vice-President:
J. WILLARD MORGAN,
President Camden, Gloucester & Woodbury Railroad Co., Camden, N. J.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:
President, Vice-Presidents and
Joel Hurt, President Atlanta Consolidated Street Railway Co.....Atlanta, Ga
Prentiss Cummings, Vice-President West End Street Railway Co..Boston, Mass.
C. G. Goodrich, Vice-President Twin City Railway Co.....St. Paul, Minn
A. Markle, General Manager, Lehigh Traction Co.....Hazleton, Pa.
W. F. Kelly, General Manager Columbus Street Railway Co.....Columbus, O
Elected at Montreal, Quebec, October 18, 1895.

*Deceased.

OFFICERS, 1896-1897.

President:

ROBERT McCULLOCH,

Vice-President and General Manager Citizens' Cass Avenue & St. Louis Railroad Cos., St. Louis, Mo.

First Vice-President:
CHARLES S. SERGEANT,
General Manager West End Street Railway Co., Boston, Mass.

Second Vice-President:
D. B. DYER,
President Augusta Railway & Electric Co., Augusta, Ga.

Third Vice-President:
C. F. HOLMES,
General Manager Metropolitan Street Railway Co., Kansas City, Mo.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and
H. M. Littell, Vice-Pres. and Gen. Man. Metropolitan St. Ry. Co..New York City.
H. P. Bradford, Gen. Man. Cincinnati Inclined Plane Railway Co..Cincinnati, O.
Charles H. Smith, General Superintendent Troy City Railway Co....Troy, N. Y.
Harry Scullin, Vice-Pres. and Gen. Man. Union Depot Railroad Co., St. Louis, Mo.
George B. Hippee, Gen. Man. Des Moines City Railway Co..Des Moines, Iowa.
Elected at St. Louis, Mo., October 23, 1896.

OFFICERS, 1897-1898.

President:

ALBION E. LANG,

President Toledo Traction Co., Toledo, Ohio.

First Vice-President:
W. CARYL ELY,
President Buffalo & Niagara Falls Electric Railway Co., Niagara Falls, N. Y.

Second Vice-President:
JOHN A. RIGG,
President United Traction Co., Reading, Pa.

Third Vice-President:
EDWARD G. CONNETTE,
General Manager Nashville Street Railway, Nashville, Tenn.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and
Robert McCulloch, Vice-President and General Manager Citizens' Cass Ave. & St. Louis R. R. Cos.....St. Louis, Mo.
*C. Densmore Wyman, Gen. Man. New Orleans Traction Co., Ltd.New Orleans, La.
Henry C. Moore, President Trenton Street Railway Co.....Trenton, N. J.
John M. Roach, Vice-President and General Manager North Chicago Street Railroad Co. . . . . .Chicago, Ill.
Robert S. Goff, Pres. and Gen. Man. Globe Street Railway Co..Fall River, Mass.
Elected at Niagara Falls, October 22, 1897.

OFFICERS, 1898-1899.

President:

CHARLES S. SERGEANT,

Second Vice-President Boston Elevated Railway Co., Boston, Mass.

First Vice-President:
HENRY C. MOORE,
President Trenton Street Railway Co., Trenton, N. J.

Second Vice-President:
ERNEST WOODRUFF,
President Atlanta Consolidated Street Railway Co., Atlanta, Ga.

Third Vice-President:
WALTON H. HOLMES,
Vice-President and General Manager, Metropolitan Street Railway Co., Kansas City, Mo.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and
Albion E. Lang, President Toledo Traction Co.....Toledo, Ohio.
George A. Yuille, Second Vice-Pres. West Chicago Street Railroad Co.Chicago, Ill.
Frank G. Jones, Vice-President Memphis Street Railway Co.....Memphis, Tenn.
John I. Beggs, Gen. Man. The Milwaukee Electric R'y and Lt. Co.Milwaukee, Wis.
Ira A. McCormack, Gen. Supt. Brooklyn Heights Railroad Co..New York, N. Y.
Elected at Boston, Mass., September 9, 1898.

OFFICERS, 1899-1900.

President:

JOHN M. ROACH,

President Chicago Union Traction Co., Chicago, Ill.

First Vice-President:
JOHN A. RIGG,
President United Traction Co., Reading, Pa.

Second Vice-President:
HERBERT H. VREELAND,
President Metropolitan Street Railway Co., New York, N. Y.

Third Vice-President:
FRANK G. JONES,
Vice-President Memphis Street Railway Co., Memphis, Tenn.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and
Charles S. Sergeant, Second Vice-President Boston Elevated Ry. Co. Boston, Mass.
Charles K. Durbin, General Superintendent Denver City Tramway Co. Denver, Col.
Nicholas S. Hill, Jr., Gen. Mgr., Charleston Consolidated Gas & Elec. Co., Charleston, S. C.
Charles W. Wason, Pres. Cleveland, Painesville & Eastern Ry. Co..Cleveland, O.
John R. Graham, President Quincy & Boston Street Ry. Co.....Quincy, Mass.
Elected at Chicago, Ill., October 20, 1899.

OFFICERS, 1900-1901.

President:

WALTON H. HOLMES,

President Metropolitan Street Railway Co., Kansas City, Mo.

First Vice-President:
HERBERT H. VREELAND,
President Metropolitan Street Railway Co., New York, N. Y.

Second Vice-President:
N. H. HEFT,
President Meriden Electric Railroad Co., Meriden, Conn.

Third Vice-President:
JOHN B. McCLARY,
General Manager Birmingham Railway, Light & Power Co., Birmingham, Ala.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and
John M. Roach, President Chicago Union Traction Co.....Chicago, Ill.
Frank L. Fuller, Gen. Mgr. Wilkes-Barre & Wyoming Valley Traction Co., Wilkes-Barre, Pa.
George W. Baumhoff, General Manager St. Louis Transit Co....St. Louis, Mo.
John R. Graham, President Brockton Street Railway Co.....Brockton, Mass.
John Harris, Superintendent Cincinnati Street Railway Co.....Cincinnati, O.
Elected at Kansas City, October 19, 1900.

OFFICERS, 1901-1902.

President:

HERBERT H. VREELAND,

President Interurban Street Railway Co., New York, N. Y.

First Vice-President:
CHAS. W. WASON,
President Cleveland, Painsville & Eastern Railroad Co., Cleveland, O.

Second Vice-President:
ELWIN C. FOSTER,
Vice-President Boston & Northern Street Railway Co., Boston, Mass.

Third Vice-President:
H. M. SLOAN,
General Manager Calumet Electric Street Railway Co., Chicago, Ill.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and
Walton H. Holmes, President Metropolitan Street Railway Co..Kansas City, Mo.
John A. Rigg, President United Traction Co.....Reading, Pa.
Daniel B. Dyer, President Augusta Railway & Electric Co.....Augusta, Ga.
T. J. Nicholl, Vice-President Rochester Railway Co..... .Rochester, N. Y.
George W. Dickinson, Vice-President Seattle Electric Co.....Seattle, Wash.
Elected at New York, N. Y., October 11, 1901.

OFFICERS, 1902-1903.

President:

JERE C. HUTCHINS,

President Detroit United Railway, Detroit, Mich.

First Vice-President:
W. CARYL ELY,
President International Railway Co., Buffalo, N. Y.

Second Vice-President:
W. KESLEY SCHOEPF,
President Cincinnati Traction Co., Cincinnati, O.

Third Vice-President:
P. S. ARKWRIGHT,
President Georgia Railway & Electric Co., Atlanta, Ga.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

Herbert H. Vreeland, President Interurban Street Railway Co., New York, N. Y.
Richard T. Laffin, Gen. Mgr. Worcester Consolidated St. Ry. Co., Worcester, Mass.
Andrew Radel, Vice-Pres. Middlesex & Somerset Traction Co..Bridgeport, Conn.
Walter P. Read, Vice-Pres. Consolidated Ry. & Power Co.. Salt Lake City, Utah.
Willard J. Hield, Gen. Man. Twin City Rapid Transit Co.....Minneapolis, Minn.

Elected at Detroit, Mich., October 10, 1902.

OFFICERS, 1903-1904.

President:

HON. W. CARYL ELY,

President International Railway Co., Buffalo, N. Y.

First Vice-President:
ELWIN C. FOSTER,
President New Orleans Railways Co., New Orleans, La.

Second Vice-President:
JOHN GRANT,
General Superintendent St. Louis Transit Co., St. Louis, Mo.

Third Vice-President:
JAMES F. SHAW,
General Manager Boston & Worcester Street Railway Co., Boston, Mass.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

Jere C. Hutchins, President Detroit United Railway.....Detroit, Mich.
Addison B. Colvin, President Hudson Valley Railway Co.....Glens Falls, N. Y.
G. Tracy Rogers, President Binghamton Railway Co.....Binghamton, N. Y.
W. A. Smith, General Manager Omaha & Council Bluffs Ry. Co....Omaha, Neb.
S. L. Nelson, General Manager Wichita Railway & Light Co.....Wichita, Kan.

Elected at Saratoga Springs, N. Y., September 4, 1903.

OFFICERS, 1904-1905.

President:

HON. W. CARYL ELY,

President International Railway Co., Buffalo, N. Y.

First Vice-President:
ELWIN C. FOSTER,
President New Orleans Railways Co., New Orleans, La.

Second Vice-President:
JOHN I. BEGGS,
President, The Milwaukee Electric Railway & Light Co., Milwaukee, Wis.

Third Vice-President:
RICHARD McCULLOCH,
Assistant General Manager United Railways Co. of St. Louis, St. Louis, Mo.

Secretary and Treasurer:
T. C. PENINGTON,
Treasurer Chicago City Railway Co., Chicago, Ill.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

John J. Stanley, General Manager Cleveland Electric Railway Co.Cleveland, Ohio
*Howard F. Grant, Manager Seattle Electric Co.....Seattle, Wash
Calvin G. Goodrich, Vice-Pres. Twin City Rapid Transit Co..Minneapolis, Minn.
Frank G. Jones, Vice-President Memphis Street Railway Co.....Memphis, Tenn.
Walter E. Harrington, General Superintendent South Jersey Division, Public Service Corporation of New Jersey. .....Camden, N. J.

Elected at St. Louis, Mo., October 13, 1904.

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*Deceased.

OFFICERS, 1905-1906.

(American Street and Interurban Railway Association.)

President:
HON W. CARL ELY,
President, Ohio Valley Finance Co., Buffalo, N. Y.

First Vice-President:
JOHN I. BEGGS,
President The Milwaukee Electric Railway and Light Co., and United Railways of St. Louis, Milwaukee, Wis.

Second Vice-President:
CALVIN G. GOODRICH,
Vice-President Twin City Rapid Transit Co., Minneapolis, Minn.

Third Vice-President:
JAMES F. SHAW,
President Boston & Worcester Electric Cos., Boston, Mass.

Secretary and Treasurer:
BERNARD V. SWENSON,
60 Wall Street, New York, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

W. B. Brockway, Auditor Nashville (Tenn.) Railway & Light Co.; President, American Street & Interurban Railway Accountants' Association.....Yonkers, N. Y.
H. H. Adams, Superintendent of Shops The United Railways & Electric Co.; President American Street and Interurban Railway Engineering Association....Baltimore, Md
S. L. Rhoades, General Claim Agent Philadelphia Rapid Transit Co.; President, American Street & Interurban Railway Claim Agents' Association....Philadelphia, Pa.

Elected at Philadelphia, Pa., September 28, 1905.

OFFICERS, 1906-1907.

President:
JOHN I. BEGGS,
President The Milwaukee Electric Railway & Light Co., and United Railways of St. Louis, Milwaukee, Wis.

First Vice-President:
CALVIN G. GOODRICH,
Vice-President Twin City Rapid Transit Co., Minneapolis, Minn.

Second Vice-President:
JAMES F. SHAW,
President Boston & Worcester Electric Cos., Boston, Mass.

Third Vice-President:
ARTHUR W. BRADY,
President Indiana Union Traction Co., Anderson, Ind.

Secretary and Treasurer:
BERNARD V. SWENSON,
29 West 39th Street, New York, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

C. L. S. Tingley, 2d Vice-President American Railways Co.; President American Street & Interurban Railway Accountants' Association.....Philadelphia, Pa.
H. H. Adams, Superintendent of Shops The United Railways & Electric Co.; President American Street & Interurban Railway Engineering Association.....Baltimore, Md.
Henry C. Bradley, Claim Agent Chicago Union Traction Co.; Acting President American Street & Interurban Railway Claim Agents' Association.....Chicago, Ill.

Elected at Columbus, Ohio, October 19, 1906.

OFFICERS, 1907-1908.

President:
CALVIN G. GOODRICH,
Vice-President Twin City Rapid Transit Co., Minneapolis, Minn.

First Vice-President:
JAMES F. SHAW,
President, Boston & Worcester Electric Cos., Boston, Mass.

Second Vice-President:
ARTHUR W. BRADY,
President, Indiana Union Traction Co., Anderson, Ind.

Third Vice-President:
THOMAS N. McCARTER,
President, Public Service Railway Co., Newark, N. J.

Secretary-Treasurer:
BERNARD V. SWENSON,
29 West 39th Street, New York, N. Y.

EXECUTIVE COMMITTEE:

President, Vice-Presidents and

R. N. Wallis, Treasurer Fitchburg & Leominster Street Railway Co. (Acting-President American Street and Interurban Railway Accountants' Association)...Fitchburg, Mass.
Fred G. Simmons, Superintendent of Construction and Maintenance of Way, The Milwaukee Electric Railway & Light Co. (President American Street and Interurban Railway Engineering Association).....Milwaukee, Wis.
H. R. Goshorn, General Claim Agent Philadelphia Rapid Transit Co. (President American Street and Interurban Railway Claim Agents' Association).....Philadelphia, Pa.
C. Loomis Allen, Vice-President and General Manager Utica & Mohawk Valley Railway Co. (President American Street and Interurban Railway Transportation and Traffic Association) ..... Utica, N. Y.

Elected at Atlantic City, N. J., October 18, 1907

CONVENTION PROGRAM.

(Denver, Colorado, October 5, 6 and 7, 1909.)

ALL SESSIONS AT AUDITORIUM HALL.

Tuesday, October 5—9.30 A. M. to 12.30 P. M.

Registration and Badges. (Association booth, entrance to Auditorium).

Tuesday, October 5—2.00 P. M. to 5.00 P. M. (*Open Session.*)

Convention Called to Order.
Annual Address of the President.
Annual Report of the Executive Committee.
Annual Report of the Secretary-Treasurer.
Announcements.
New Business.
Reports of Committees.
(a) Subjects.
(b) Active Membership.
(c) Associate Membership.
(d) Welfare of Employes.
(e) President Goodrich's Suggestions.

PAPER—"Organization, from the Standpoint of the Smaller Companies," by Ernest Gonzenbach, President and General Manager, Sheboygan Light, Power and Railway Co., Sheboygan, Wis.

Report of the Committee on Education.

Wednesday, October 6—2.00 P. M. to 5.00 P. M. (*Executive Session.*)

Appointment of Nominating Committee.
Reports of Committees.
(a) Interstate Commerce Commission Classification.
(b) Compensation for Carrying United States Mail.

Thursday, October 7—2.00 P. M. *to* 5.00 P. M. (*Executive Session.*)

Reports of Committees.
(a) Insurance.
(b) Public Relations.
(c) Subjects for Confidential Bulletins in 1910.
(d) McGraw Dictionary.
(e) Brill Prize.
Report of Committee on Nominations.
Election of Officers.
Installation of Officers.
Resolutions.
Unfinished Business.
Adjournment.

The general program of the Executive Sessions of the American Association was supplemented by papers and discussions on several topics of great interest to the higher officials of member companies.

REGISTRATION AT THE 1909 CONVENTION.

EDITOR'S NOTE:—This is the complete registration taken at the booth of the Association. It does not include the registration taken by the Manufacturers' Association. In general, the delegates attended those conventions in which they were professionally interested. In the proceedings of the affiliated associations will be found lists showing those who were registered as delegates and guests of these various associations.

PAST PRESIDENT OF THE ASSOCIATION.

Roach, John M., President, Chicago Railways Co., Chicago, Ill.

DELEGATES OF MEMBER COMPANIES.

(*Indicates that the individual named is also an associate member.)
(§Indicates that the individual named is an officer and representative of more than one member company.)

ALABAMA CITY, GADSDEN & ATTALLA RAILWAY CO.:
Zell, C. J., Superintendent, Electrical Engineer and Park Manager.
ALBIA INTERURBAN RAILWAY CO.:
Ross, C. A., Vice-President.
Judd, C. B., Chief Engineer.
ATLANTIC COAST ELECTRIC RAILWAY CO.:
Haselrigg, S. F., President.
Cade, G. B., Secretary.
AURORA, ELGIN & CHICAGO RAILROAD CO. (THE):
Faber, Edwin C., General Manager.
Flenner, C. E., Auditor.
MacDonald, J. W., Claim Agent.
Merwin, B. E., Superintendent of Transportation.
AUSTIN ELECTRIC RAILWAY CO.:
*Jones, W. J., President.
BAY CITY TRACTION & ELECTRIC CO.:
Glendening, J. W., Treasurer and General Passenger and Freight Agent.
Kessler, H. G., Secretary and Auditor.
Collins, J. F., General Manager.
BENTON HARBOR-ST. JOE RAILWAY & LIGHT CO.:
*McMichael, J. G., Vice-President.

Delegates of Member Companies—(Continued).

Birmingham Railway, Light & Power Co.:
Cory, C. M., Auditor.
*Mitchel, P. E., Superintendent of Power.
Avant, C. A., Claim Agent.
Morrison, Norman, Chief Dispatcher.

Bluestone Traction Co.:
Walizer, P. M., General Manager.
Graham, M. B., Conductor.

Boston Elevated Railway Co.:
*Wilson, H. L., Treasurer.
*Winsor, Paul, Chief Engineer of Motive Power and Rolling Stock.
*Corning, John, Electrical Engineer.
*Spillane, Maurice P., Claim Agent.
*Learned, C. E., Superintendent of Inspection.
*Libby, H. L., Superintendent of Car Shops.
*Bright, Edgar W., Inspector of Expenditures.
*Dana, Edward, Inspector of Service Conditions.
*Fallon, Nugent, Assistant to Superintendent of Transportation.

Boston & Northern Street Railway Co.:
*Reynolds, Henry E., Assistant General Manager.
*Holst, E. W., Superintendent of Equipment.

Boston & Worcester Street Railway Co.:
*Shaw, James F., Chairman, Board of Directors.
*Ayres, M. V., Electrical Engineer.

British Columbia Electric Railway Co., Ltd.
Sperling, R. H., General Manager.
Hughes, H., Master Mechanic.
Rummel, Chas., Manager of Light and Power Department.
Rannie, J. B., Traffic Superintendent (Vancouver).
Gibson, H., Traffic Superintendent (Victoria).
Beck, A. E., Claim Agent and Solicitor.

Brooklyn Heights Railroad Co.:
Roehl, C. E., Electrical Engineer.
*Gove, W. G., Superintendent of Equipment.
Crabbs, C. L., Engineer of Way and Structure.

Buffalo & Lake Erie Traction Co.:
*Calisch, J. C., Vice-President.
*Brush, M. C., General Manager.

Buffalo, Lockport & Rochester Railway Co.:
Martin, H. R., Claim Agent.

Butte Electric Railway Co.:
Wathey, J. S., Superintendent.

Calumet & South Chicago Railway Co.:
*Hamilton, R. B., Purchasing Agent.
Mitten, A. G., General Claim Agent.

Delegates of Member Companies—(Continued).

Cedar Rapids & Iowa City Railway & Light Co.:
Wardle, J. D., Superintendent.

Chattanooga Railway & Light Co.:
Boileau, W. E., General Manager.

Chicago City Railway Co.:
Hamilton, R. B., Vice-President.
Hoffman, F. D., Secretary and Treasurer.
Duck, J. J., Auditor.
Dodge, John B., Traffic Manager.
Millard, Chauncey S., Structural Engineer.
§Mitten, A. G., General Claim Agent.
Frost, Geo. B., Assistant Claim Agent.

Chicago & Joliet Electric Railway Co.:
Blackhall, J. R., General Manager.

Chicago, Lake Shore & South Bend Railway Co.:
*Sheldon, L. M., Electrical Mechanic.

Chicago Railways Co.:
Roach, John M., President.
*Smith, Fred E., Comptroller.
Beach, H. L., Superintendent.
Phillips, Benj., Superintendent.
Linden, John J., Division Superintendent.
Halkett, W. S., Foreman.

Chicago & Milwaukee Electric Railroad Co.:
Stearns, R. B., Special Agent for Trustees.
McLimont, A. W., General Manager.

Cincinnati Traction Co. (The):
*Stevens, Dana, Vice-President and General Manager.
Elliott, Thomas, Chief Engineer.

Citizens' Electric Street Railway Co.:
*§Shaw, James F., President.
*Peirce, Chas. C., Vice-President.

Cleveland, Painesville & Eastern Railroad Co., The:
Jordan, J., General Manager.
Gray, W. J., General Superintendent.
Schmock, E. L., Auditor.
Ward, J. C., Claim Adjuster.

Colorado Springs & Interurban Railway Co.:
Sharp, A. G., Vice-President.
Chamberlin, Carl S., Treasurer.
Lathrop, B. M., Superintendent.
Stetson, E. A., Chief Clerk.
Stubbs, H. L., Cashier.
Nelson, C. C., Publicity Manager.
Boyer, Fred S., Publicity Manager.

Delegates of Member Companies—(Continued).

Colorado Springs & Interurban Railway Co.:—*Continued.*
Henry, J. O., Assistant Superintendent and Claim Agent.
Rust, L. H., Engineer.
Theobold, Chas., Engineer of Power House.
Eastwood, J. H., Master Mechanic.
Falk, Julius, Machinist.
Richards, W. E., Air Brake Inspector.
McDonald, T., Line Foreman.
Reid, A., Foreman Shed Force.
Swanson, G. E., Foreman Carpenter Shop.
Haak, A. E., Storekeeper.
Spence, T. E., Boss Painter.
Burke, Chas., Carpenter.
Hayden, N., Carpenter.
Elliott, C. E., Roadmaster.
Burns, J. E., Trainman.
Lewis, S. L., Trainman.
Rinehart, E. L., Trainman.
Buchanan, W. D.
Oaks, Oliver.
Reid, George.

Columbus Railway & Light Co., The:
Burington, P. V., Secretary and Auditor.
White, L. G., General Superintendent.
Whisner, George R., Superintendent.
Hott, Charles E., Master Mechanic.
*Ackerman, E. O., Engineer and Cashier.
Davis, B. B., Claim Adjuster.
Schwartz, C. A., Claim Adjuster.

Dallas Consolidated Electric Street Railway Co.:
Emerson, E. J., Superintendent.

Dayton, Springfield & Xenia Southern Railway Co., The:
Ferneding, T. A., General Manager.

Denver City Tramway Co., The:
Evans, Wm. G., President.
Beeler, John A., Vice-President and General Manager.
Moffatt, D. H., Director.
George, F., Miss, Assistant Treasurer.
Anderson, A., Secretary to the Vice-President and General Manager.
Doty, W. A., Auditor.
Cantril, S. W., Superintendent of Transportation.
Casey, W. M., Assistant Superintendent of Transportation.
Rice, Geo. L., Assistant Superintendent of Transportation.
Adams, Jas. L., Division Superintendent.

Delegates of Member Companies—(Continued).

DENVER CITY TRAMWAY CO., THE:—*Continued.*

Durbin, L. T., Surgeon.
McCormack, A. S., Secretary Tramway Mutual Aid Association.
Dorsey, Samuel C., Claim Agent.
Dorsey, Wm. D., Assistant to Claim Agent.
Wilson, D. B., Superintendent of Power.
Read, Norman, Assistant Superintendent of Power.
Smith, R. H., Superintendent of Construction.
Matthews, W. G., Superintendent of Overhead Lines.
*McAloney, W. H., Superintendent of Rolling Stock.
Acres, E. S., Chief Clerk, Accounting Department.
Layden, F. J., Cashier.
Raymond, C. E., Assistant Cashier.
Montgomery, A. C., President's Stenographer.
Parfet, T. H., Special Agent.
Sparhawk, A. M., Special Agent.
Blackwood, O. A., Employment Agent.
Flagg, E. A., Foreman Overhead Line.
Morse, O. P., Foreman of Line Department.
Rhodes, W. H., Line Foreman.
Sparks, R., Line Foreman.
Stephenson, E. A., Line Foreman.
White, Frank, Line Department.
Brackett, W. S., Assistant Superintendent of Rolling Stock.
Beeler, A. W., Civil Engineer.
Mueller, Edw. H., Mechanical Engineer.
Cafferty, W. M., Engineer.
Campbell, John, Engineer.
Gobbert, Wm. H., Engineer.
Evans, A. M., Engineer.
Burtis, W. B., Assistant Engineer.
Westfield, W. D., Assistant Engineer.
Armstrong, Arthur, Electrician.
Casey, W. E., Electrician.
Musgrove, Chas. F., Purchasing Agent.
Lincoln, Marston, Chief Clerk, Purchasing Department.
Flickinger, Saml. L., Clerk, Purchasing Department.
Wells, Charles B., Chief Clerk, Transportation Department.
Thomas, H. W., Clerk, Transportation Department.
Seip, W. H., Division Clerk, Transportation Department.
Shawhan, L., Division Clerk, Transportation Department.
Smith, Henry H., Foreman of Light Department.
Dolzal, Geo., Foreman.
Huey, Eben P., Foreman.
Minor, John, Foreman.

Delegates of Member Companies—(Continued).

DENVER CITY TRAMWAY CO., THE:—*Continued.*

Anderson, Swan, Track Foreman.
Peterson, B., Track Foreman.
Sullivan, Daniel, Foreman of Construction Shop.
Messner, John, Foreman of Car Shop.
Metzger, W. C., Foreman of Armature Room.
Stewart, J. M., Mechanic.
Crites, Wm. B., Mechanical Department.
Cleave, C. E., Yard Foreman.
Scott, W. H., Timekeeper.
Bray, M. E., Auditing Department.
Budden, G. J., Auditing Department.
Buehler, P. E., Auditing Department.
Davis, P. E., Auditing Department.
Gibson, F. B., Auditing Department.
Keyser, Elmer, Auditing Department.
Peterson, A. E., Auditing Department.
Riblet, George, Auditing Department.
Thurin, C. J., Auditing Department.
Tozier, H. M., Auditing Department.
Van Stone, H. G., Auditing Department.
Williams, F. D., Auditing Department.
Williams, Geo., Auditing Department.
Adams, E. S., Clerk, Accounting Department.
Colburn, Henry H., Accounting Department.
Evans, Frank, Accounting Department.
Gray, Horace A., Accounting Department.
Keenan, W. E., Clerk, Accounting Department.
Roberts, Russell, Accounting Department.
Graham, K. W., Levelman.
Tedford, C. W., Store Room.
Schaefer, L. B., Clerk, Engineering Department.
Stone, T. H., Engineering Department.
Summerville, W. R., Engineering Department.
Steven, S. S., Engineering Department.
Toll, Roger W., Engineering Department.
Bostwick, R. T., Engineering Department.
Datzel, G. W., Engineering Department.
Fligg, H. C., Engineering Department.
Goldsworthy, A. J., Engineering Department.
Kitchen, J. C., Engineering Department.
Lucas, V., Engineering Department.
Reeve, J. G., Engineering Department.
Way, B. K., Clerk, Claim Department.
Robertson, Howard, Legal Department.

Delegates of Member Companies—(Continued).

DENVER CITY TRAMWAY CO., THE:—*Continued.*
Ingersoll, R. H., Chief Despatcher.
Gast, H. P., Despatcher.
Perriam, Sam. J., Despatcher.
Stine, E. B., Despatcher.
Brady, Henry, Transportation Department.
Clements, R. A., Transportation Department.
Dunn, Homer, Transportation Department.
Howard, H., Transportation Department.
Meredith, A. W., Transportation Department.
Port, C. C., Transportation Department.

DENVER & INTER-MOUNTAIN RAILROAD CO. (THE):
Yeaman, Caldwell E., First Vice-President.
Propst, C. F., Second Vice-President.
Gaule, James E., Secretary.
McDermott, W. F., Auditor.
Butler, F. L., Superintendent.
Milner, T. J., Chief Engineer.
*Hardcastle, J. H., Line Superintendent.
Carroll, Edw., Traffic Department.

DES MOINES CITY RAILWAY CO.:
Wight, Chas. L., General Auditor.
Welsh, James E., Master Mechanic.
Cunningham, E. R., Electrical Superintendent.
Marlow, Thos., Track Superintendent.

DETROIT UNITED RAILWAY:
Fullerton, Irwin, General Auditor.
Bullen, Harry, General Superintendent.
Brown, Arthur F., Division Superintendent.
Quackenbush, Wm., Division Superintendent.
Edwards, Allen F., Purchasing Agent.
Parker, George Whitfield, General Express and Freight Agent.

DULUTH STREET RAILWAY CO.:
Carson, John, Chief Engineer.

EAST ST. LOUIS & SUBURBAN CO.:
Hopkins, M. S., Vice-President.
Pierson, F. J., Special Representative.
Braun, H. M., Claim Agent.

EAST SHORE & SUBURBAN RAILROAD CO.:
Robertson, C. H., General Superintendent.

EASTERN PENNSYLVANIA RAILWAY CO.:
*Pardee, J. H., Vice-President.
Ryan, C. N., Assistant Secretary and Assistant Treasurer.
*Conn, C. F., Engineer.

Delegates of Member Companies—(Continued).

Eastern Wisconsin Railway & Light Co.:
Kelsh, W. J., Master Mechanic.
Elgin & Belvidere Electric Co.:
Freeman, C. E., Engineer.
Elmira Water, Light & Railroad Co.:
Dill, S. J., General Manager.
El Paso Electric Railway Co.:
Potter, H. S., General Superintendent.
Enid City Railway Co.:
Kline, Clarence, General Superintendent.
Erie Traction Co.:
Hatch, Chas. M., General Manager.
Evansville & Southern Indiana Traction Co.:
*Shipherd, L. C., Superintendent.
Fargo & Moorhead Street Railway Co.:
Brown, C. P., General Manager.
Fitchburg & Leomister Street Railway Co.:
*Wallis, Robert N., Treasurer.
Bennett, H. K., Claim Agent.
Fonda, Johnstown & Gloversville Railroad Co.:
Collins, W. H., General Superintendent.
Fort Smith Light & Traction Co.:
Gillette, J. W., General Manager.
Fort Wayne & Wabash Valley Traction Co.:
*Emmons, C. D., General Manager.
Vordermark, H. E., Auditor.
Emerson, M. E., Interurban Superintendent.
Kehoe, M. J., Superintendent of Power.
*Jacques, L. W., Master Mechanic.
Brennan, J. J., Roadmaster and Chief Line Foreman.
Emerson, E. M., Chief Dispatcher.
Galveston Electric Co.:
Cooper, H. S., Manager.
Randall, F. C., General Superintendent.
Georgia Railway & Electric Co.:
Glenn, W. H., Secretary and Manager of Railways.
*Graves, Geo. B., Purchasing Agent.
Simmons, S. E., Assistant Superintendent of Transportation.
Moore, A. M., Master Mechanic.
Smith, C. A., Superintendent of Roadway.
Grand Junction & Grand River Valley Railway Co., The:
Sunderlin, E. A., Vice-President and General Manager.
Adams, Orson, Secretary and Treasurer.
McMahon, L. F., Auditor.
McSpadden, S. M. L., Purchasing Agent.

Delegates of Member Companies—(Continued).

GRAND RAPIDS, HOLLAND & CHICAGO RAILWAY CO.:
Busby, John, Superintendent.

GRAND RAPIDS RAILWAY CO.:
Madigan, J. C., Superintendent.
Lynch, D., General Foreman.
Livingston, W. E., Stockkeeper.

GRANITE CITY RAILWAY CO.:
Clark, E. E., Secretary, Treasurer and Manager.

GREEN BAY TRACTION CO.:
*Howard, R. M., Vice-President and General Manager.

GUTHRIE STREET RAILWAY CO.:
Classen, W. G., Director.

HARTFORD & SPRINGFIELD STREET RAILWAY CO.:
Kidson, E. B., Auditor.

HELENA LIGHT & RAILWAY CO.:
White, J. H., Manager.
*§Pardee, J. H., Operating Manager.
*Conn, C. F., Engineer.

HUDSON & MANHATTAN RAILROAD CO.:
Hazelton, Hugh, Electrical Engineer.

HUTCHINSON INTERURBAN RAILROAD CO., THE:
Scothorn, W. A., General Manager.
Hogue, C. F., Inspector.

ILLINOIS CENTRAL TRACTION CO.:
Bramble, B. E., General Auditor.
Burke, W. H., Purchasing Agent.
Bosenbury, J. M., Superintendent of Motive Power and Equipment

INDIANA UNION TRACTION CO.:
*Brady, Arthur W., President.
Nicholl, H. A., General Manager.
Forse, W. H., Jr., Secretary-Treasurer.
Baldwin, Chas. A., Superintendent of Transportation.
Taylor, R. C., Superintendent of Motive Power.
Carpenter, E. C., Claim Adjuster.

INDIANAPOLIS & CINCINNATI TRACTION CO., THE:
Henry, Charles L., General Manager.

INDIANAPOLIS, CRAWFORDSVILLE & WESTERN TRACTION CO.:
Morgan, C. E., General Manager.

INDIANAPOLIS TRACTION & TERMINAL CO.:
Todd, Robert I., Vice-President and General Manager.
Peck, E. B., Vice-President and Comptroller.

INTERBOROUGH RAPID TRANSIT CO.:
*Keegan, George, Assistant to General Manager.
Dell, Fred. C. J., Application Clerk.

Delegates of Member Companies—(Continued).

INTER-URBAN RAILWAY CO.:
Polk, H. H., President.
Rippey, A. G., Claim Attorney.

IOWA & ILLINOIS RAILWAY CO.:
*Crafts, P. P., General Manager.

KANSAS CITY RAILWAY & LIGHT CO.:
Moffett, Jas. McC., Purchasing Agent.
Fritts, Chas. E., Electrical Engineer.

KNOXVILLE RAILWAY & LIGHT CO.:
Kelly, T. C., Superintendent of Railway Department.
Link, James, Superintendent of Power House.
Roberts, E. R., Attorney.
Kington, J. M., Master Mechanic.

LAKE SHORE ELECTRIC RAILWAY CO., THE:
Coen, F. W., Vice-President and General Manager.
Hogsett, T. H., General Counsel.

LAS VEGAS TRANSIT CO.:
Thorpe, Jas. R., President.
Marso, T. H., Assistant Treasurer.
Butler, E. C., General Manager.
Williams, H. L., Superintendent of Line.
McDonald, T. H., Chief Engineer.
Flower, C. L., Electrician.

LEHIGH VALLEY TRANSIT CO.:
Stevens, R. P., President.

LINCOLN TRACTION CO.:
Humpe, J. H., General Manager.
Brooks, F. H., General Superintendent.

LITTLE ROCK RAILWAY & ELECTRIC CO.:
*Hegarty, D. A., General Manager.
*Tharp, W. J., Auditor.
Koonce, A. R., Master Mechanic.

LOS ANGELES RAILWAY CO.:
Akin, John J., Superintendent.
*White, W. C., Superintendent.
*Heaton, Walter S., Claim Agent.
Stephens, E. L., Master Mechanic.

LOUISVILLE & SOUTHERN INDIANA TRACTION CO.:
Cole, F. E., Superintendent.

LYNCHBURG TRACTION & LIGHT CO.:
Apperson, R. D., President and General Manager.

MANILA ELECTRIC RAILROAD & LIGHT CO.:
*§Pardee, J. H., Operating Manager.
*§Conn, C. F., Engineer.

Delegates of Member Companies—(Continued).

Mason City & Clear Lake Railway Co.:
Hanlon, F. J., General Manager.
Cobb, H. W., Master Mechanic.

Memphis Street Railway Co., The:
Burroughs, W. H., Secretary, Treasurer and Auditor.
Rude, O., Purchasing Agent and Storekeeper.
McWhorter, A. D., Master Mechanic.

Mexico Tramways Co.:
Fiske, Warren H., Electrical Engineer.

Michigan United Railways Co.:
Morrison, R., Jr., Secretary.
Millspaugh, James L., General Superintendent.
O'Mara, B. F., General Superintendent of Eastern Division.
Inwood, H. A., Assistant General Superintendent.

Middlesex & Boston Street Railway Co.:
Sylvester, C. A., General Manager.

Minneapolis-St. Paul-Rochester & Dubuque Electric Traction Co.:
Martin, F. A., General Superintendent and Purchasing Agent.

Mobile Light & Railroad Co.:
Wilson, J. H., President and Manager.
Flournoy, Geo. J., Advertising Manager.
*Coffin, S. M., Master Mechanic.

Montgomery Traction Co.; Easton, Pa.:
Hay, W. O., President and General Manager.

Montreal Street Railway Co.:
Ross, W. G., Managing Director.

Nahant & Lynn Street Railway Co.:
Colburn, Clifton, Treasurer.
Dozier, J. E., General Manager.

Nashville Railway & Light Co.:
Warner, Percy, President.
Walters, H. C., Secretary and Treasurer.
Mills, George D., Superintendent of Transportation.
*Davis, H. A., Superintendent of Railway Department.
Benagh, H. C., Superintendent of Roadway.
Swint, George, Master Mechanic.

New Orleans Railway & Light Co.:
Foster, E. C., Vice-President.

Newport News & Old Point Railway & Electric Co.:
Butler, W. W. S., General Manager.

New York State Railways:
Collins, J. Clarence, Secretary and Auditor.
Linn, A. L., Jr., Assistant Secretary and General Auditor.
Griffin, W. R. W., General Superintendent of Transportation.

Delegates of Member Companies—(Continued).

NORFOLK & BRISTOL STREET RAILWAY CO.:
Cavanaugh, M. A., General Manager.

NORFOLK & PORTSMOUTH TRACTION CO.:
Adams, J. L., General Superintendent of Railways.

NORTHAMPTON TRACTION CO.:
Hay, T. A. H., President.

NORTHERN COLORADO POWER CO., THE:
Barker, W. J., President.
Best, George, Assistant Treasurer.
Williams, C. H., General Manager.
Stooldridge, W. P., Superintendent.
Wildman, E. C., Purchasing Agent.
Carter, C. E., Electrical Engineer.
Stannard, Clare N., Engineer.

NORTHERN ELECTRIC STREET RAILWAY CO., THE:
Meixell, J. C., Superintendent of Transportation.

NORTHERN OHIO TRACTION & LIGHT CO., THE:
Lahr, C. N., Auditor.
Currie, Charles, General Manager.
Douglas, W. H., General Superintendent.
Roberts, William, Superintendent of Motive Power.

NORTHERN TEXAS TRACTION CO.:
Du Fresne, J. Harry, Assistant Treasurer.
Edgar, H. T., Manager.
Clifford, G. H., General Superintendent.

OHIO ELECTRIC RAILWAY CO.:
*§Stevens, Dana, Vice-President and General Manager.

OKLAHOMA RAILWAY CO.:
Classen, Anton H., President.
Johnson, J. J., Secretary.
Rice, Frank, Inspector.

OLD COLONY STREET RAILWAY CO.:
Davol, Bradford D., Director.
§Reynolds, Henry E., Assistant General Manager.

OMAHA, LINCOLN & BEATRICE RAILWAY CO.:
Norton, H. S., Auditor.
Mead, Walter P.

OMAHA & COUNCIL BLUFFS STREET RAILWAY CO.:
Norene, O., Foreman.

OREGON ELECTRIC RAILWAY CO.:
Coolidge, C. A., Superintendent.

PACIFIC TRACTION CO.:
Birtwell, A. W. Q., Assistant Treasurer.
Boutelle, F. A., Superintendent of Transportation.

Delegates of Member Companies—(Continued).

PACIFIC TRACTION CO.:—*Continued.*
Schluss, K. C., Superintendent of Power.
MacKay, A. H., General Traffic Agent.

PEOPLE'S RAILWAY CO.; DAYTON, OHIO:
Towle, Geo. C., General Manager.

PHILADELPHIA RAPID TRANSIT CO.:
*Lincoln, F. H., Assistant General Manager.
Twining, Wm. S., Chief Engineer.
*Nichols, H. B., Engineer of Maintenance of Way.
*Goshorn, H. R., General Claim Agent.
*Heywood, James, Superintendent of Lines and Cables.
Hewitt, Chas., Superintendent of Motive Power.

PITTSBURGH RAILWAYS CO.:
Mitchell, C. S., Auditor.

PORTLAND RAILWAY, LIGHT & POWER CO.:
Fuller, F. I., Vice-President.
Franklin, C. J., General Superintendent of Railway Department.
Coldwell, O. B., General Superintendent of Light and Power Department.
Hunt, F. D., Traffic Manager.
Boynton, B. F., Claim Agent.

PORTSMOUTH STREET RAILROAD & LIGHT CO.:
York, R. D., Vice-President and General Manager.

PUBLIC SERVICE RAILWAY CO.:
*McCarter, Thomas N., President.
*Boylan, M. R., General Auditor.
*Bolen, N. W., Superintendent of Transportation.
*Drown, H. V., General Claim Agent.
Hoffman, L. S., General Solicitor.
*Dunne, E. J., Superintendent of Distribution.
*Schreiber, Martin, Engineer of Maintenance of Way.

PUEBLO & SUBURBAN TRACTION & LIGHTING CO., THE:
Spruill, E. D., Assistant Treasurer.
Humphreys, William E., Auditor.
Vail, John F., General Manager.
Porter, W. C., Superintendent of Transportation and Track.
Naylon, J. X., Traffic Manager.
Roberts, T. C., Superintendent of Power Plant and Shops.
Clark, W. N., Local Line Superintendent, Victor, Colo.
Goodrich, G. E., Electrical Engineer.
Vories, H. P., Claim Agent.

QUINCY HORSE RAILWAY & CARRYING CO.:
*Achelpohl, W. J., Auditor.
Martin, W. A., General Superintendent.

Delegates of Member Companies—(Continued).

QUINCY HORSE RAILWAY & CARRYING CO.:—*Continued.*
Lawhorn, Jas., Master Mechanic.
Morrison, W. R., Claim Agent.

RICHMOND LIGHT & RAILROAD CO.:
§Hazelrigg, S. F., Vice-President.

ROANOKE RAILWAY & ELECTRIC CO.:
§Apperson, R. D., President and General Manager.
Hancock, J. W., General Manager.

ROCK ISLAND SOUTHERN RAILROAD CO.:
Hallam, S. S., Claim Agent.

ROCKFORD & INTERURBAN RAILWAY CO.:
Ellis, T. M., Second Vice-President.
Knox, Geo. W., Consulting Engineer.

ROCKLAND, THOMASTON & CAMDEN STREET RAILWAY CO.:
Macomber, Geo. E., President.
Hawken, Thos., Manager.

ST. JOSEPH RAILWAY, LIGHT, HEAT & POWER CO.:
Bocock, O. L., Superintendent of Transportation.
Steffens, Fred, Master Mechanic.
Work, N. R., Electrical Engineer.

SAGINAW VALLEY TRACTION CO.:
§Kessler, H. G., Secretary and Auditor.
§Glendening, J. W., Treasurer and General Passenger and Freight Agent.
§Collins, J. F., General Manager.

SAN ANTONIO TRACTION CO.:
Tuttle, W. B., Vice-President and General Manager.
King, J. J., General Superintendent.

SAN DIEGO ELECTRIC RAILWAY CO.:
Traggard, J. Fred, Manager of Land and Insurance Departments.
Kayser, A. H., General Auditor.
MacNutt, H., Mechanical and Electrical Engineer.

SCHENECTADY RAILWAY CO.:
*Peck, E. F., General Manager.
*Radcliffe, George L., General Superintendent.

SEATTLE ELECTRIC CO.:
Laffin, R. T., District Manager.
Kempster, A. L., Superintendent of Transportation.
Campbell, A. D., Master Mechanic.
Lindsay, S. C., Chief Electrician.
De Haseth, G. A., Roadmaster.
Ruppe, J. C., General Storekeeper.

SHEBOYGAN LIGHT, POWER & RAILWAY CO.:
Gonzenbach, Ernest, President and General Manager.

Delegates of Member Companies—(Continued).

Sioux Falls Traction System:
Mills, F. M., President and General Manager.

Southern Colorado Power & Railway Co., The:
Read, Frank P., Receiver.
Siegfried, H. N., Manager.
Huggins, C. W., Manager.
Rupp, D., Superintendent.
Thatcher, C. E., Inspector.
Warren, W. D., Foreman of Railway Department.

South-Western Traction Co.:
*Mower, S. W., General Manager.

Southern Wisconsin Railway Co.:
Montgomery, Dudley, Vice-President.

Southwest Missouri Railroad Co., The:
McMechan, W. E., Auditor.
*Pratt, E. J., General Superintendent.
Gunsalus, S. W., Superintendent of Transportation.

Springfield Railway Co.:
§Towle, G. C., General Manager.

Springfield Street Railway Co.:
*Page, H. C., Vice-President and General Manager.
McCabe, John F., Purchasing Agent.

Springfield Traction Co.:
Bixby, W. A., Vice-President and General Manager.

Sunbury & Selinsgrove Electric Street Railway Co.:
Webster, Guy, General Manager.

Syracuse Rapid Transit Railway Co.:
*Allen, C. Loomis, Vice-President and General Manager.
Linn, Jr., Arthur L., General Auditor.
*Honold, P. J., Purchasing Agent.

Syracuse & Suburban Railroad Co.:
*§Allen, C. Loomis, President.
*Rockwell, W. B., General Manager.

Tacoma Railway & Power Co.:
Michener, A. S., Vice-President.
§Birtwell, A. W. Q., Assistant Treasurer.
§Boutelle, F. A., Superintendent of Transportation.
§Schluss, K. C., Superintendent of Power.
§MacKay, A. H., General Traffic Agent.
Denny, W. G., Master Mechanic.
Odell, E. H., Claim Agent.
Dohn, A. F., Storekeeper.

Tama & Toledo Electric Railway & Light Co.:
Walters, W. C., President and General Manager.

Delegates of Member Companies—(Continued).

TAMPA ELECTRIC CO.:
Hart, Earl C., Assistant Treasurer.
Trawick, J. A., Manager.

TERRE HAUTE, INDIANAPOLIS & EASTERN TRACTION CO.:
§Todd, R. I., President.
Tichenor, William, Claim Agent.
McComb, W. G., Claim Agent.

TOLEDO & CHICAGO INTERURBAN RAILWAY CO.:
*Purinton, A. J., Manager.

TOLEDO RAILWAYS & LIGHT CO.:
Ross, J. T., Chief Engineer.
Swift, H. S., Secretary.

TORONTO RAILWAY CO.:
Smith, John M., Comptroller.
Scott, J. P., Cashier.
Hubbard, F. L., Secretary to General Manager.
Smith, J. G., Superintendent of Track Construction.
Cowan, Hugh, Foreman of Motor and Truck Departments.
Power, Michael, Master Car Builder.

TRANS-ST. MARY'S TRACTION CO.:
Thomas, D. F., Superintendent.

TRI-CITY RAILWAY CO.:
*Weeks, H. E., Secretary and Treasurer.
Huntoon, J. G., General Superintendent.
Heindle, W. A., Engineer and Construction Superintendent.

TRI-STATE TRACTION CO.:
Flood, J. F., General Manager.

TUCSON RAPID TRANSIT CO.:
Hiff, W. S., President.
Moore, O. S., Treasurer.
Nelson, A. D., Assistant Treasurer.
Durbin, Chas. K., General Manager.
Miles, G. E., Purchasing Agent.
Van Mater, Harry, Engineer.
Bibb, Judson, Electrician.

TWIN CITY RAPID TRANSIT CO.:
Pattee, E. J., Secretary and Comptroller.
Cairns, L. S., General Superintendent.

UNION ELECTRIC CO.:
Mathes, L. D., General Manager.

UNION STREET RAILWAY CO., NEW BEDFORD, MASS.:
Wilde, Elton S., General Superintendent.
Wilde, Wm. T., Assistant to General Superintendent.
Morse, George C., Master Mechanic.

Delegates of Member Companies—(Continued).

United Railways Company of St. Louis:
*Hardin, Chas. B., General Claim Agent.

United Railways & Electric Co. of Baltimore, The:
Stubbs, N. E., Auditor.
Pratt, James R., Assistant General Manager.
Ludwig, W. C., Superintendent of Transportation.
*Clark, A. T., Superintendent of Shops.

United Railroads of San Francisco:
*Black, Chas. N., Vice-President and General Manager.
Finigan, Thos., Purchasing Agent.
Scott, W. O., Mechanical Engineer.
Handlon, J., Claim Agent.

Utah Light & Railway Co.:
Wells, Joseph S., General Manager.
Hunt, R. E., Assistant General Manager.
Browne, Will, Auditor.
Scott, W. M., Superintendent of Lines.
*Franklin, E. E., Master Mechanic.
Dagron, L. L., Engineer.
Bong, A. E., Roadmaster.

Utica & Mohawk Valley Railway Co.:
*§Allen, C. Loomis, Vice-President and General Manager.
§Linn, A. L., Jr., Assistant Secretary and General Auditor.
*Cherry, T. C., Superintendent.
*Harvie, William J., Chief Engineer.

Valley Traction Co.:
Wood, B. F., Consulting Engineer.

Virginia Railway & Power Co.:
Buchanan, C. B., General Superintendent of Railways.

Washington, Alexandria & Mt. Vernon Railway Co.:
Lawton, Willard H., Treasurer.
*King, Richard W., General Manager.

Washington Railway & Electric Co.:
*Harries, Geo. H., Second Vice-President.
Ham, Wm. F., Comptroller.
*Fuller, H. W., General Manager.
Kimball, C. S., Engineer of Maintenance of Way.

West Penn Railways Co.:
McBride, C. C., Assistant Auditor.
Brown, J. W., Superintendent of Transportation.

Whatcom County Railway & Light Co.:
Bean, L. H., Manager.
Winter, H. M., General Superintendent.
Coates, H. R., Engineer.

Delegates of Member Companies—(Continued).

WHATCOMB COUNTY RAILWAY & LIGHT CO.:—*Continued.*
Newman, T. G., Attorney and Claim Agent.
§Michener, A. S., Comptroller.
WHEELING TRACTION CO.:
Nagle, G. O., General Manager.
WILLIAMSPORT PASSENGER RAILWAY CO.:
*Herrick, Chas. T., Master Mechanic.
*Colton, H. M., Track Supervisor.
WINNIPEG ELECTRIC RAILWAY CO.:
Phillips, W., Manager and Engineer.
WORCESTER CONSOLIDATED STREET RAILWAY CO.:
*§Page, H. C., General Manager.

ASSOCIATE MEMBERS IN ATTENDANCE.

(*Allied with the Engineering Association.)

EDITOR'S NOTE:—The names of other associate members in attendance at the convention are given in the list of Delegates of Member Companies and are there designated by means of an asterisk (*).

*Archbold, W. K., President, Archbold-Brady Co., Syracuse, N. Y.
Arlin, Arthur W., Salesman, General Electric Co., Los Angeles, Cal.
*Armstrong, A. H., Electrical Engineer, General Electric Co., Schenectady, N. Y.
Ashhurst, Lewis R., Manager of Street Railway Department, Wm. Wharton, Jr., & Co., Inc., Philadelphia, Pa.
Bailey, J. W., Superintendent, Ogden Rapid Transit Co., Ogden, Utah.
Baker, Edwin H., Salesman, Galena Signal Oil Co., New York, N. Y.
Bamberger, Sidney M., Vice-President, Salt Lake & Ogden Railway Co., Salt Lake City, Utah.
*Barry, C. E., Railway Department, General Electric Co., Schenectady, N. Y.
Bean, W. Worth, Benton Harbor, Mich.
Benham, John, Vice-President, International Register Co., Chicago, Ill.
Bliven, C. M., Commercial Engineer, General Electric Co., San Francisco, Cal.
*Bodler, F. F., Manager, Eccles & Smith Co., San Francisco, Cal.
Boyer, Warren L., Assistant Engineer, American Brake Shoe Co., Kingston, N. Y.
Brady, W. Burke, Assistant Superintendent, National Carbon Co., Cleveland, Ohio.
*Bronsdon, M. H., Chief Engineer, The Rhode Island Co., Providence, R. I.
Brown, Harold P., 120 Liberty Street, New York, N. Y.
Burt, H. J., Contracting Manager, American Bridge Co., Denver, Col.

Associate Members in Attendance—(Continued).

*Carey, W. G., General Electric Co., Schenectady, N. Y.

*Case, F. E., Engineer of Railway Equipment, General Electric Co., Schenectady, N. Y.

Casey, T. W., General Manager, Pay-As-You-Enter Car Corporation, New York, N. Y.

Chilberg, J., Manager of Sales, The Colorado Fuel & Iron Co., Denver, Col.

Conwell, W. L., Westinghouse Electric & Manufacturing Co., New York, N. Y.

Cooper, Thomas, Salesman, Westinghouse Electric & Manufacturing Co., Philadelphia, Pa.

Crawford, John B., General Superintendent, Winona Interurban Railway Co., Warsaw, Ind.

Crawford, S. W., Manager Railway Department, More-Jones Brass & Metal Co., St. Louis, Mo.

DeLay, Frederic A., Agricultural College, Fort Collins, Col.

Dolan, Frank J., Assistant Manager, Pittsfield Street Railway Co., Pittsfield, Mass.

Ebert, Henry C., President, Cincinnati Car Co., Cincinnati, Ohio.

Ellicott, J. R., Eastern Manager, Westinghouse Air Brake Co., New York, N. Y.

Estep, F. A., President and Treasurer, R. D. Nuttall Co., Pittsburgh, Pa.

*Evans, Walter H., 622 Linwood Avenue, Buffalo, N. Y.

Fairchild, C. B., Jr., Chicago City Railway Co., Chicago, Ill.

Ford, George H., General Manager, Automatic Ventilator Co., New York, N. Y.

Gratiot, J. T., Manager Railroad Department, Fairbanks Morse & Co., Denver, Col.

*Green, Alfred, Mechanical Expert, Galena Signal Oil Co., 147 Montague Street, Brooklyn, N. Y.

Grimshaw, F. G., Master Mechanic, West Jersey & Sea Shore Railroad Co., Camden, N. J.

*Gulick, Henry, President, Gulick-Henderson Co., Pittsburgh, Pa.

Hall, Alvin R., President and Manager, Capital Electric Co., Denver, Col.

Harper, R. H., Manager Railway Department, Western Electric Co., New York, N. Y.

Hayes, Ross F., Eastern Manager, The Curtain Supply Co., New York, N. Y.

Hench, M. M., Engineer Track Appliances, Carnegie Steel Co., Pittsburgh, Pa.

Heynemann, L., Pacific Coast Manager, Goldschmidt Thermit Co., San Francisco, Cal.

Associate Members in Attendance—(Continued).

Hirtzel, O. C., Treasurer, Eureka Tempered Copper Works, North East, Pa.

Hitt, Rodney, Associate Editor, *Electric Railway Journal,* New York, N. Y.

Ingram, A. B., Vice-Chairman, Ontario Railway & Municipal Board, Toronto, Can.

Janes, E. L., Representative, American Brake Shoe & Foundry Co., New York, N. Y.

Jeandron, W. J., 20 Vesey Street, New York, N. Y.

Johnson, H. A., Master Mechanic, Metropolitan West Side Elevated Railway Co., Chicago, Ill.

Keiser, C. B., Master Mechanic, Pennsylvania Tunnel & Terminal Railroad Co., New York, N. Y.

King, Alvin S., The Sterling Varnish Co., Sewickley, Pa.

King, R. W., General Manager, Washington, Alexandria & Mt. Vernon Railway Co., Washington, D. C.

*Lake, Edw. N., Division Engineer, Board of Supervising Engineers, Chicago, Ill.

Latey, Harry N., Latey & Slater, New York, N. Y.

Leitch, James, Chairman, Ontario Railway & Municipal Board, Toronto, Can.

Lillibridge, Ray D., 100 Broadway, New York, N. Y.

Littlefield, A. S., President, North American Railway Construction Co., Chicago, Ill.

Loomis, Bruce E., Manager Railway Department, Fire Underwriters' Electrical Bureau, New York, N. Y.

Lyne, George H., Superintendent, Henderson Traction Co., Henderson, Ky.

McMichael, J. G., President and Treasurer, Atlas Railway Supply Co., Chicago, Ill.

McWhorter, W. A., Mechanical Expert, Galena Signal Oil Co., Birmingham, Ala.

Marshall, Wm., President, The Anglo-American Varnish Co., Newark, N. J.

Mason, H. C., Mechanical Engineer, Galena Signal Oil Co., Cambridge, Mass.

*Moore, R. E., Representative, General Electric Co., Philadelphia, Pa.

Murray, R. M., Chief Engineer, Winona Interurban Railway Co., Warsaw, Ind.

Nicholas, Frederic, Associate Editor, Electric Railway Journal, New York, N. Y.

Ogle, T. B., Superintendent Electric Division, Norfolk & Southern Railway Co., Norfolk, Va.

Pattison, F. A., Salesman, The New England Electric Co., Denver, Col.

Associate Members in Attendance—(Continued).

*Pellissier, G. E., Superintendent, Goldschmidt Thermit Co., New York, N. Y.

Price, W. G., Engineer, Standard Motor Truck Co., Pittsburgh, Pa.

Priest, E. B., General Electric Co., Schenectady, N. Y.

Ransom, H. N., Railway Department, General Electric Co., Schenectady, N. Y.

Regester, C. W., Westinghouse Electric & Manufacturing Co., Chicago, Ill.

Reynolds, J. B. F., Manager Lubricating Department, Continental Oil Co., Denver, Col.

Richards, C. L., Representative, Galena Signal Oil Co., Albany, N. Y.

Rockwell, James C., Superintendent, Kanawha Traction Co., Charlestown, W. Va.

Rollins, James W., Jr., President. Holbrook, Cabot & Rollins Corporation, Boston, Mass.

Sibley, Geo. M., Secretary, The Denver Iron Works & Foundry Co., Denver, Col.

Sloan, H. M., 1405 Evans Avenue, Chicago, Ill.

Small, H. C., Secretary, Ontario Railway & Municipal Board, Toronto, Can.

Smith, W. F., General Sales Manager, White Oak Coal Co., Chicago, Ill.

Staats, Henry N., Vice-President and General Manager, The American Railway Insurance Co., Cleveland, Ohio.

Stewart, R. G., Superintendent Railway Department, Texarkana Gas & Electric Co., Texarkana, Ark.

Stieff, W. O., Mechanical Expert, Galena Signal Oil Co., Reading, Pa.

Trawick, S. W., Agent Railway Department, General Electric Co., New York, N. Y.

Trist, N. B., Wheel Department, Carnegie Steel Co., Pittsburgh, Pa.

Van Dorn, W. T., President, W. T. Van Dorn Co., Chicago, Ill.

Wakeman, James M., Vice-President, McGraw Publishing Co., New York, N. Y.

Walsh, W. J., Expert, Galena Signal Oil Co., Cleveland, Ohio.

*Wampler, Frank, Master Mechanic, Cincinnati, Newport & Covington Light & Traction Co., Newport, Ky.

Wampler, Wm., Sales Agent, Electric Truck Department, American Locomotive Co., New York, N. Y.

Waterman, H. P., Secretary and Treasurer, The Hendrie & Bolthoff Manufacturing & Supply Co., Denver, Col.

Watkins, S. C., Sales Agent, Atlanta Car Wheel & Manufacturing Co., Atlanta, Ga.

Weston, F. W., Representative, Standard Steel Works Co., New York, N. Y.

Weston, Geo., Assistant Chief Engineer, Board of Supervising Engineers, Chicago, Ill.

Associate Members in Attendance—(Continued).

Whipple, A. L., Sales Manager, Forsyth Brothers Co., New York, N. Y.
Wiley, J. R., Western Manager, Standard Underground Cable Co., Chicago, Ill.
Woodward, Arthur H., President, The International Register Co., Chicago, Ill.
Young, A. T., Manager, Cheyenne Electric Railway Co., Cheyenne, Wyo.
Young, Le Grand, Jr., Superintendent, Emigration Canyon Railroad Co., Salt Lake City, Utah.

GUESTS IN ATTENDANCE.

(Representatives of Street and Interurban Railway Companies.)

Berkshire Street Railway Co.:
Nary, William T., Superintendent.
Cleveland Railways Co.:
Clark, Chas. H., Engineer of Maintenance of Way.
Connecticut Co., The:
Cram, R. C., Assistant Engineer.
Denver, Colorado Springs & Pueblo Interurban Electric Railroad:
Binford, Wm. T., Vice-President.
Van Deusen, Arthur E., Secretary and Treasurer.
Semple, F. A., Director.
Denver & Interurban Railroad Co.:
Bilter, R. R., Traveling Passenger Agent.
Bernard, G. C., Paymaster.
Denver & Northwestern Railway Co.:
Wheeler, W. G., Division Superintendent.
Greeley & Denver Railway Co.:
Wallen, P., President.
Boomer, W. M., Vice-President.
Woolf, J. H., Vice-President.
Jersey Central Traction Co.:
Churchill, A. A., Master Mechanic.
Kansas-Colorado Railroad Co., The:
Atwater, S. H., President.
Milwaukee Railway & Light Co., The:
Fitzpatrick, James C., Right-of-Way Agent.
New England Street Railway Co.:
Weeks, H. E., Claim Agent.
Petaluma & Santa Rosa Railway Co.:
Oellig, H. H., Master Mechanic.
Puget Sound Power Co.:
Sears, C. A., Superintendent.

Guests in Attendance—(Continued).

SALT LAKE & OGDEN RAILWAY CO.:
Bean, J. B., Secretary and Treasurer.
Smith, Geo. R., Purchasing Agent.
Vail, E. A., Chief Engineer.
Worsley, F. H., General Passenger Agent.

SANTA BARBARA CONSOLIDATED RAILROAD CO., THE:
Merritt, C. A., Superintendent.

TAUNTON & PAWTUCKET STREET RAILWAY CO.:
Arnold, J. A., President.

WICHITA RAILROAD & LIGHT CO.:
Morrison, W. R., General Superintendent.

(Other Guests.)

Allen, Alfred Geo., Syracuse, N. Y.
Ashley, Frank, Denver, Col.
Bacon, M. K., Superintendent, Colorado & Southern Railway, Denver, Col.
Bacon, W. H., 107 Oliver Street, Boston, Mass.
Bartlett, G. F., Victor American Fuel Co., Denver, Col.
Batchelder, J. H., Chicago, Ill.
Beeler, J. F., Denver, Col.
Bliss, A. W., Boston, Mass.
Bohler, W. H., General Foreman, Denver & Rio Grande Railroad.
Borden, N. E., Gloversville, N. Y.
Brady, Arthur Adam, Anderson, Ind.
Brady, George Wolf, Anderson, Ind.
Bridgman, W. E., Manager of Transportation, Seeing Denver Co., Denver, Col.
Brinkworth, E. G., Traveling Passenger Agent, Manitou & Pikes Peak Railway, Manitou, Col.
Brown, N. F., Traveling Passenger Agent, Colorado & Southern Railway, Denver, Col.
Burbridge, Col. T. B., Cripple Creek, Col.
Burns, John.
Burrows, A. C., Traveling Passenger Agent, New York Central Lines, Denver, Col.
Canada, W. J., Electrical Engineer, Board of Underwriters, Denver, Col.
Carpenter, Claude, Assistant to General Manager, Denver & Rio Grande Railroad, Denver, Col.
Carter, W. A., Electrical Engineer, Denver Gas & Electric Co., Denver, Col.
Chisholm, R. W., Vice-President, The Railways Equipment Co., New York, N. Y.
Clark, Albert G., Denver, Col.

Guests in Attendance—(Continued).

Clark, Arthur, Denver, Col.
Clark, Harold, Denver, Col.
Clark, Joseph F., Brookline, Mass.
Clark, Walter, Denver, Col.
Coghlin, Gerald, General Manager, B. J. Coghlin & Co., Montreal, Can.
Cooper, John J., Manager of Supply Department, Mountain Electric Co., Denver, Col.
Cowan, H. W., Chief Engineer, Colorado & Southern Railway, Denver, Col.
Crawford, Joseph, Electrical Engineer, Newark, N. J.
Crossman, T. E., Official Stenographer, New York, N. Y.
Darnell, H. Y., Tourist Agent, Pennsylvania Railroad.
Davis, Jos. C., Designing Electrical Engineer, Railway Department, Westinghouse Electric Co., Pittsburgh, Pa.
Devine, Owen, Columbus, Iowa.
Dostal, J. F., Superintendent of Electrical Department, Denver Gas & Electric Co., Denver, Col.
Eddy, H. C., Executive Officer and Secretary, District Electric Railway Commission, Interstate Commerce Commission, Washington, D. C.
Ellis, Bowman C., City Freight and Passenger Agent, Union Pacific Railroad, Boston, Mass.
Evans, E. E., Denver, Col.
Fallis, M. S., Denver, Col.
Flaherty, J. B., Superintendent, Florence & Cripple Creek Railroad, Cripple Creek, Col.
Fletcher, John T., Manager of News Department, Boston & Maine Railroad, North Station, Boston, Mass.
Ford, L. D., Traffic Manager, Denver, Boulder & Western Railroad, Boulder, Col.
Fritchle, Oliver, Fritchle Auto Co., Denver, Col.
Gehman, C. P., Stenographer, Denver, Col.
Gennet, Jr., C. W., Engineer, Robt. W. Hunt & Co., Chicago, Ill.
Gill, C. R., Assistant Engineer, Pacific Gas & Electric Co., Sacramento, Cal.
Goodrich, E. S., Hartford, Conn.
Gregory, E. A., Inspector, American Brake Shoe & Foundry Co., Chattanooga, Tenn.
Hammond, L. P., Sales Manager, Denver Engineering Works, Denver, Col.
Hanghwout, Chas. S., Assistant Cashier, First National Bank, Denver, Col.
Harby, Wm., Denver, Col.
Hart, Almon E., Stenographer, Denver, Col.
Greeley, Col.
Hartman, A. L., Electrical Engineer, Greeley-Denver Railroad Co.,

Guests in Attendance—(Continued).

Hearon, R. L., General Manager, Colorado & Wyoming Railway, Denver, Col.
Hegarty, Morris R., Little Rock, Ark.
Heinemann, A. W., Stenographer, Denver, Col.
Higgins, C. C., American Brake Shoe & Foundry Co., Chicago, Ill.
Holt, H. J., Assistant General Manager, Manitou & Pikes Peak Railway Co., Manitou, Col.
Hughes, J. H., Passenger Agent, Colorado & Southern Railway, Denver, Col.
Johnson, F. H.
Johnson, N. F., Traveling Passenger Agent, Santa Fe Central Railway, Denver, Col.
Johnson, J. E., Vice-President, Gilpin County Light, Heat & Power Co., Central City, Col.
Jones, J. E., Denver, Col.
Kilpatrick, R. F., Assistant Superintendent of Motive Power, Denver & Rio Grande Railroad, Denver, Col.
Knouse, H. V., Engineer, Crystal River & San Juan Railroad, Marble, Col.
Knox, D. M., Engineer, Denver & Rio Grande Railroad, Denver, Col.
Langenbach, O. G., Manager, Cheyenne Electric Power Co., Cheyenne, Wyo.
McCormick, F. A., Boston, Mass.
McDonald, A. L., Brockton, Mass.
McGown, G. F., Victor American Fuel Co., Denver, Col.
McMillan, J., General Manager, Pacific Electric Railway Co., Los Angeles, Cal.
Marlow, Harry, Denver, Col.
Marshall, T. H., Denver Athletic Club, Denver, Col.
Matthews, F. C., General Freight and Passenger Agent, Colorado Springs & Cripple Creek District Railway, Colorado Springs, Col.
Mitchem, W. A., Manager, The Philip Carey Co., Denver, Col.
Nash, George, Agent and Attorney, Brown Brothers & Co., Bankers, Boston, Mass.
Neely, Chas., District Manager, Colorado Light & Power Co., Cripple Creek, Col.
Norris, Ralph, New Windsor, Col.
Parker, C. A., Superintendent of Wires, Denver, North Western & Pacific Railway, Denver, Col.
Parrott, A. W., City Passenger Agent, Denver & Rio Grande Railroad, Denver, Col.
Pope, Ralph W., Secretary, American Institute of Electrical Engineers, New York, N. Y.
Porter, W. W., Denver, Col.

Guests in Attendance—(Continued).

Powers, M. J., Master Mechanic, Denver & Rio Grande Railroad, Denver, Col.

Purves, T. B., Jr., Superintendent of Motive Power and Car Department, Denver & Rio Grande Railroad, Denver, Col.

Quaintanc, Arthur D., Counsel, Denver, Laramie & North Western Railroad, Golden, Col.

Quaintanc, Charles, Denver, Col.

Reagan, R. C., The Fred A. Jones Co., Engineers, Houston, Tex.

Reaser, E. N., President, The Interurban Construction Co., Denver, Col.

Renard, W. M., Passenger Agent, Seeing Denver Co., Denver, Col.

Rhodes, Harry, Electrical Engineer, Colorado Telephone Co., Denver, Col.

Richards, S., Treasurer and General Manager, French Island Immigration Co., Sterling, Ill.

Roach, Chas., Attorney, Denver, Col.

Robertson, Mark, General Freight and Passenger Agent, Southern Pacific Railway Co., San Francisco, Cal.

Rollins, Wingate, Boston, Mass.

Roth, Prof., Denver, Col.

Ruble, R. L., City Passenger Agent, Denver, Col.

Sells, C. W., Vice-President and General Manager, Manitou & Pikes Peak Railway, Manitou, Col.

Shearer, Samuel C., Traveling Passenger Agent, Denver & Rio Grande Railroad, Denver, Col.

Singer, Frank, Colorado Springs & Cripple Creek District Railway, Colorado Springs, Col.

Slattery, J. T., Denver, Col.

Stearns, J. W., Denver, Col.

Stinis, John O., Denver, Col.

Smith, Edw. Barrett, Salesman, American Brake Shoe & Foundry Co., New York, N. Y.

Smith, G. O., City Passenger Agent, Colorado Midland Railway, Denver, Col.

Sommer, C. P. A., Clerk, Pennsylvania Railroad, Philadelphia, Pa.

Stannard, H. H., Commercial Engineer, G. M. Gest, New York, N. Y.

Stevenson, Wm. H., Mechanical Engineer, McGuire Cummings Manufacturing Co., Chicago, Ill.

Stover, Dr. G. H., Denver, Col.

Strong, M. W., Denver, Col.

Sumner, H. A., Chief Engineer, Denver, North Western & Pacific Railway, Denver, Col.

Sweeney, Bayard K., President, The B. K. Sweeney Electrical Co., Denver, Col.

Guests in Attendance—(Continued).

Sweney, F. W., Examiner, Interstate Commerce Commission, Washington, D. C.
Tapp, W. J., Chief Clerk, Motive Power, Denver & Rio Grande Railroad, Denver, Col.
Thayer, Charles I., Boston, Mass.
Tratman, E. E. R., Editor, Engineering News, Chicago, Ill.
Tripp, Geo. B., General Manager, Colorado Springs Electric Co., Colorado Springs, Col.
Turner, C. T., Traveling Passenger Agent, Moffat Road, Denver, Col.
Tuttle, E. J., General Manager, Argentine Central Railway, Denver, Col.
Van Buskirk, H. C., Superintendent of Motive Power, Colorado & Southern Railway, Denver, Col.
Viancourt, Moses, Denver, Col.
Walter, F. P., Traveling Passenger Agent, Manitou & Pikes Peak Railway, Colorado Springs, Col.
Weber, T. J., Consulting Engineer, Child Hulswit & Co., Muscatine,
Weldon, A. L., Assistant Purchasing Agent, Colorado & Southern Railway, Denver, Col.
Wellington, Edwin I., Rindge, N. H.
Wells, James R., Springfield, Mass.
White, Smeaton, Montreal, Can.
Whitehead, C. B., Denver, Col.
Wilen, MacA., Denver, Col.
Wiley, Clifford, New York, N. Y.
Williams, Charles, Denver, Col.
Williams, Jas., Denver, Col.
Wilson, Walter M., Central Colorado Power Co., Denver, Col.

LADIES IN ATTENDANCE.

Adams, Mrs. Jas. L.
Allen, Mrs. C. Loomis.
Anderson, Miss Ione.
Appel, Miss B.
Apperson, Mrs. R. D.
Arnold, Mrs. J. A.
Ashley, Mrs. Frank.
Atkin, Mrs. G. H.
Ballard, Miss Emma A.
Barker, Mrs. W. J.
Bartrone, Miss Benecia.
Bean, Mrs. Julia Keith.
Beeler, Mrs. A. W.
Beeler, Mrs. J. F.
Berlin, Miss B.
Best, Miss Elizabeth A.
Bibb, Mrs. Judson.
Birtwell, Mrs. A. W. Q.
Bliss, Mrs. A. W.
Bliven, Miss Cornelia R.
Bohler, Mrs. W. H.
Boileau, Mrs. W. E.
Booth, Miss Edith.
Brackett, Mrs. W. S.
Brady, Mrs. Arthur W.
Bramble, Mrs. B. E.
Brant, Mrs. R.
Braun, Mrs. H. M.
Bray, Miss Elsa.
Bronsdon, Mrs. M. H.
Brown, Mrs. Arthur F.
Brown, Mrs. James.

Ladies in Attendance—(Continued).

Brown, Mrs. J. W.
Brush, Mrs. Geo. M.
Burke, Mrs. W. H.
Burns, Mrs. John.
Butler, Mrs. E. C.
Butler, Mrs. F. L.
Caldwell, Mrs. O. B.
Cantril, Miss Edna.
Cantril, Mrs. S. W.
Castle, Mrs. R. O.
Cavanagh, Miss H.
Cavanagh, Mrs. M. A.
Cheesman, Mrs. Walter.
Chisholm, Mrs. R. W.
Clark, Miss Anna N.
Clark, Miss Arabella.
Clark, Mrs. Chas. H.
Clark, Miss Mary F.
Clarke, Mrs. A. G.
Classen, Miss Ella D.
Clay, Mrs. C. D.
Clifford, Mrs. G. H.
Cobb, Miss F. E.
Collins, Mrs. J. Clarence.
Collins, Mrs. W. H.
Cook, Miss Bertha.
Cooper, Mrs. H. S.
Corning, Mrs. John W.
Cory, Miss Anna Grace.
Cory, Miss Elizabeth.
Cost, Miss LoEtta.
Cowan, Mrs. H. W.
Cox, Miss Dorothy.
Crafts, Mrs. P. P.
Crawford, Mrs. Joseph.
Cunningham, Mrs. E. R.
Cunningham, Miss Thelma.
Currier, Mrs. Samuel.
Dana, Mrs. Edward.
Davis, Mrs. H. A.
Davol, Mrs. Bradford D.
Dawson, Mrs. F. N.
Devine, Mrs. Owen.
Dickey, Mrs. J. R.
Dickson, Miss Ivah L.
Doty, Mrs. W. A.
Dufur, Mrs.
Dufur, Miss L.
Dunn, Mrs. Homer.
Durbin, Mrs. C. K.
Edgar, Mrs. H. T.
Edgar, Miss Katharine.
Edmiston, Miss Ann.
Edmiston, Miss Mary.
Emerson, Mrs. E. J.
Emmons, Mrs. C. D.
Emsbach, Miss Edith.
Evans, Miss Anna.
Evans, Mrs. E. E.
Evans, Mrs. Frank.
Evans, Miss Katherine.
Fallis, Mrs. M. S.
Fanning, Miss Anna M.
Fingleton, Miss Laura.
Fink, Miss Adda.
Fitzpatrick, Miss Mary L.
Fligg, Mrs. H. C.
Flood, Miss Catherine.
Flower, Mrs. C. L.
Foster, Mrs. E. C.
Franklin, Mrs. C. J.
Fritchle, Mrs. Olive.
Fuller, Mrs. F. I.
Gallagher, Mrs. F. A.
Gaule, Mrs. J. E.
Gehman, Mrs. C. P.
Glendening, Mrs. J. W.
Glenn, Mrs. W. H.
Gonzenbach, Mrs. Ernest.
Goshorn, Mrs. H. R.
Gregg, Miss Marion.
Hall, Miss.
Hall, Mrs. Alvin R.
Hallam, Miss Ella D.
Harries, Miss.
Hartley, Miss Maud.
Hartman, Miss Grace.
Hartman, Miss Grace M.
Hartshorn, Mrs.
Hartshorn, Miss Gladys M.

Ladies in Attendance—(Continued).

Hartshorn, Miss Jessie L.
Haskett, Mrs. Gertrude.
Hatch, Mrs. Chas. M.
Hawken, Mrs. Thos.
Hearon, Mrs. R. L.
Heaton, Mrs. Walter S.
Hegarty, Mrs. D. A.
Henry, Mrs. Amy V.
Hewitt, Mrs. Charles.
Heywood, Mrs. James.
Hine, Miss Helen C.
Hogsett, Miss Edith.
Hogsett, Mrs. T. H.
Howard, Mrs. H.
Howard, Mrs. R. M.
Hulick, Mrs. W. H.
Hunt, Mrs. F. D.
Hunt, Mrs. R. E.
Isenberg, Miss Cora.
Johnson, Miss.
Johnson, Mrs. F. H.
Johnson, Mrs. H. A.
Jones, Mrs. J. E.
Jones, Mrs. W. J.
Judd, Mrs. C. B.
Kehoe, Mrs. M. J.
Kelly, Mrs. T. C.
Kelsh, Mrs. W. J.
Kidson, Mrs. E. B.
Kilpatrick, Mrs. R. F.
Kimball, Mrs. C. S.
King, Miss E. W.
King, Mrs. R. W.
Kline, Mrs. C.
Knox, Mrs. D. M.
Knox, Mrs. Geo. W.
Koontz, Miss Eleanor.
Lake, Mrs. E. N.
Lathrop, Mrs. B. M.
Lawhorn, Mrs. Jas.
Lawton, Mrs. W. H.
Lincoln, Mrs. F. H.
Lincoln, Mrs. Marston.
Linn, Jr., Mrs. A. L.
Londoner, Miss Ruth.
Lyne, Mrs. J. H.
McAloney, Mrs. W. H.
McCarter, Mrs. T. N.
McCarthy, Miss Margaret.
McCormick, Mrs. F. A.
McDermott, Mrs. W. F.
McDonald, Mrs. A. L.
McDonald, Miss.
McLimont, Mrs. Louis.
McMichael, Mrs. J. G.
McMillan, Miss Josephine.
McSpadden, Miss R.
McSpadden, Mrs. S. M. L.
Macomber, Mrs. Geo. E.
Marlow, Mrs. Thos.
Marshall, Miss May.
Matthews, Mrs. W. G.
Mead, Mrs. Walter P.
Michener, Mrs. A. S.
Miles, Mrs. G. E.
Milk, Mrs. E. L.
Millspaugh, Mrs. J. L.
Milner, Mrs. T. J.
Moffat, Mrs. D. H.
Moore, Miss Lucy.
Moore, Mrs. O. S.
Morris, Mrs. W. R.
Morrison, Mrs. Norman.
Morrison, Mrs. R., Jr.
Muncey, Miss Charlotte.
Musgrove, Mrs. Chas. F.
Nash, Mrs. George.
Nash, Miss.
Newel, Mrs. Ida P.
Norris, Mrs.
Odell, Mrs. E. H.
O'Mara, Mrs. B. F.
Paddock, Miss Helen.
Page, Mrs. H. C.
Pardee, Mrs. J. H.
Park, Miss K.
Park, Miss Martha.
Parker, Mrs. George Whitfield.
Perriam, Miss Margaret.
Peters, Miss Ethel Florence.

Ladies in Attendance—(Continued).

Phillips, Mrs. W.
Polk, Mrs. H. H.
Porter, Mrs. W. W.
Potter, Miss Mary A.
Powers, Mrs. M. J.
Propst, Mrs. C. F.
Propst, Miss Litta.
Purves, Mrs. T. B.
Quaintanc, Miss Mary.
Radcliffe, Mrs. G. L.
Rapp, Miss Charlotte.
Read, Mrs. Frank P.
Reeve, Mrs. J. G.
Reynolds, Mrs. H. E.
Rice, Miss Clara L.
Rippey, Mrs. A. G.
Roberts, Mrs. Eugene R.
Roberts, Mrs. T. C.
Robertson, Mrs. H. S.
Robinson, Miss Daisy.
Rockwell, Mrs. W. B.
Rollins, Jr., Mrs. J. W.
Ross, Mrs. C. A.
Roth, Mrs.
Sampson, Miss M.
Schaefer, Mrs. L. B.
Schanacker, Mrs. E. S.
Schrieber, Mrs.
Schrieber, Miss.
Scott, Mrs. W. O.
Sears, Mrs. C. A.
Shipley, Mrs. R. H.
Siegfried, Mrs. H. N.
Simpson, Miss Eliza.
Smith, Mrs. A. J.
Smith, Mrs. F. E.
Smith, Mrs. Henry W.
Smith, Mrs. John.
Smith, Mrs. J. M.
Spillane, Mrs. Maurice P.
Springer, Mrs.
Spruill, Mrs. E. D.
Staats, Mrs. Henry N.
Stannard, Mrs. C. N.
Stearns, Mrs. R. B.
Sterns, Mrs. John O.
Stevens, Mrs. R. P.
Strong, Mrs. M. W.
Suess, Miss Edna.
Swift, Mrs. H. S.
Tapp, Mrs. W. J.
Thayer, Mrs. Chas. I.
Thorpe, Mrs. Jas. R.
Tinder, Miss Ona.
Todd, Mrs. Robert I.
Tripp, Mrs. Geo. B.
Twining, Mrs. Wm. S.
Vanbuskirk, Mrs. H. C.
Vordemark, Mrs. H. E.
Vories, Mrs. H. P.
Walker, Mrs. R. L.
Wardle, Mrs. J. D.
Warner, Miss Margarette.
Warner, Miss Percie.
Warner, Mrs. Percy.
Warren, Miss Mayme.
Westfield, Miss Grace.
Westfield, Mrs. W. D.
Waterman, Mrs. H. S.
Webster, Mrs. Guy.
Weeks, Mrs. H. E.
Weidensal, Miss.
Welch, Mrs. J. E.
Weldon, Mrs. A. L.
Wellington, Mrs. Edwin I.
Wells, Mrs. James R.
Weston, Mrs. Geo.
White, Mrs. J. H.
White, Mrs. W. C.
Whitehead, Mrs. C. B.
Wiggins, Mrs. D.
Wilcox, Mrs. Mac A.
Wilde, Mrs. W. T.
Williams, Mrs. C. H.
Williams, Mrs. H. L.
Williams, Mrs. Jas.
Wilson, Mrs. Henry L.
Wilson, Mrs. J. H.
Yeaman, Mrs. Caldwell.
Young, Mrs. Le Grand, Jr.

REPRESENTATIVES OF THE TECHNICAL PRESS.

Registered at the 1909 Convention.

Electrical Review.

Gray, A. A., Editor and General Manager.

Electric Traction Weekly.

Kenfield, H. J., President and Manager.
Davis, Geo. S., Editor.
Standish, R. M., Eastern Manager.
Field, W. J.

Railroad Age Gazette.

Sherman, Booth.
Sherman, L. B.
Sherman, Roger.
Sherman, Stuart.

McGraw Publishing Company.

McGraw, James H., President.
Wakeman, J. M., Vice-President.
Blake, H. W., Editor, *Electric Railway Journal.*
Gould, L. E., Western Editor, *Electric Railway Journal.*
Hitt, Rodney, Associate Editor, *Electric Railway Journal.*
Nicholas, Frederic, Associate Editor, *Electric Railway Journal.*
Babbitt, R. M., *Electric Railway Journal.*
Babtiste, C. A., *Electric Railway Journal.*
Beard, W. K., Manager of Philadelphia Office, *Electric Railway Journal.*
Walker, C. T.
Kucera, J. A.
Cravath, J. R.
Hunt, E. J.
Jackson, Walter.
Keily, W. E.

REPRESENTATIVES OF THE SECRETARY'S OFFICE.

Swenson, Bernard V., Secretary and Treasurer.
Donecker, H. C., Office Manager.

EXHIBIT OF MANUFACTURERS' ASSOCIATION

The exhibit provided by the American Street and Interurban Railway Manufacturers' Association in the Auditorium and on adjacent space formed, as is usual, one of the most valuable features of the 1909 convention, and in arrangement and extent maintained the standard established at previous annual meetings.

A complete list of the members of the Manufacturers' Association follows:

Adams Manufacturing Co.
*Adams & Westlake Co.
*Allen Switch Co.
*Allis-Chalmers Co.
*Aluminum Company of America.
*American Brake Co.
*American Brake Shoe & Foundry Co.
*American Car Co.
American Car & Foundry Co.
American Carbon & Battery Co.
American Electrical Works.
American Locomotive Co.
*American Mason Safety Tread Co.
*American Railway Guide.
American Railway Supply Co.
*American Steel & Wire Co.
*American Wood Preserving Co.
*Ames, Cortlandt F.
*Anderson Mfg. Co., A. & J. M.
*Anglo-American Varnish Co.
*Archbold-Brady Co.
Atha Steel Castings Co.
Atlanta Car Wheel Co.
*Atlas Railway Supply Co.
*Automatic Car Coupler Co.
*Automatic Switch Co.
*Automatic Ventilator Co.
*Avery Scale Co.
*Badger Fire Extinguisher Co.
Baldwin Locomotive Co.
*Barber Car Co.
Barbour-Stockwell Co.
*Bayonet Trolley Harp Co.
Beaver Dam Malleable Iron Co.
Beckwith Chandler Co.
*Berry Bros., Limited.
Bishop Gutta Percha Co.
Blake Signal Manufacturing Co.
Bowser Co., S. F.
Bradley Car Works.
Brady Brass Co.
*Brill Co., The J. G.
*Brown, Harold P.
*Buckeye Electric Co.
Buckeye Engine Co.
*Buda Foundry & Manufacturing Co.
*Burroughs Adding Machine Co.
Cambria Steel Co.
Carbolineum Wood Preserving Co.
Carey Manufacturing Co., Philip.
*Carnegie Steel Co.
*Chicago Car Heating Co.
Chicago Pneumatic Tool Co.
*Chicago Varnish Co.
*Chisholm-Moore Manufacturing Co.

* Indicates that the company named had an exhibit.

Exhibit of the Manufacturers' Association—(Continued).

*Cincinnati Car Co.
Clark, H. B.
Cleveland Frog & Crossing Co.
Coe Manufacturing Co., W. H.
*Coin Counting Machine Co.
Coleman Fare Box Co.
Columbia Machine Works & Malleable Iron Co.
Columbia Nut & Bolt Co.
*Consolidated Car Fender Co.
*Consolidated Car Heating Co.
*Cooper Heater Co.
*Coulter & Co., C. J.
*Crane & Co.
Crocker-Wheeler Co.
*Crouse-Hinds Co.
*Curtain Supply Co.
*D. & W. Fuse Co.
Danville Car Co.
*Day, W. L.
Dayton Manufacturing Co.
*Dearborn Drug & Chemical Co.
Dilworth-Porter Co.
Dixon Crucible Co., Joseph.
Dossert & Co.
*Duff Manufacturing Co.
*Duntley Manufacturing Co.
*Eclipse Railway Supply Co.
*Edwards Co., O. M.
Egry Register Co.
*Electric Railway & Improvement Co.
*Electric Railway Equipment Co.
*Electric Renovator Manufacturing Co.
*Electric Service Supplies Co.
*Electric Storage Battery Co.
*Electric Traction Supply Co.
Electrical Review and Western Electrician.
Elliott Frog & Switch Co.
*Emery Pneumatic Lubricator Co.
Eureka Automatic Electric Signal Co.
Eureka Tempered Copper Co.
Evans Almirall Co.
Falk Co.
*Felt & Tarrant Manufacturing Co.
*Fertig, Chas. F.
*Flood & Conklin.
*Ford & Johnson.
*Forsyth Brothers Co.
Franklin Electric Manufacturing Co.
*Galena Signal Oil Co.
Garlock Packing Co.
*General Electric Co.
*Gest, G. M.
*Globe Ticket Co.
Gold Car Heating & Lighting Co.
*Goldschmidt Thermit Co.
Gould Storage Battery Co.
*Griffin Wheel Co.
*Gulick-Henderson Co.
*Hale & Kilburn Manufacturing Co.
*Handlan - Buck Manufacturing Co.
Heath & Milligan Manufacturing Co.
Hemingray Glass Co.
*Hendrie & Bolthoff Manufacturing & Supply Co.
*Hess-Bright Manufacturing Co.
*Heywood Brothers & Wakefield Co.
Hildreth Varnish Co.
Hill Publishing Co.
Home Rubber Co.
Hunt-Spillen Manufacturing Corporation.
Hunter Illuminated Car Sign Co.
Indianapolis Switch & Frog Co.
*International Register Co.
International Sprinkler Co.
*Ironsides Co., The.
*Jeandron, W. J.
Jewett Car Co.
*Johns-Manville Co., H. W.

Exhibit of the Manufacturers' Association—(Continued).

*Jones & Laughlin Steel Co.
*Kenfield-Fairchild Publishing Co.
*Kerite Insulated Wire & Cable Co.
Kerschner, W. R.
Kinnear Manufacturing Co.
*Kuhlman Car Co.
Lackawanna Steel Co.
*Lang Retrieving Trolley Co.
Langslow, H. R.
Lobdell Car Wheel Co.
Long Co., E. G.
*Lorain Steel Co.
Lord Electric Co.
Lupton's Sons, David.
*McConway Torley Co.
*McCord & Co.
MacGovern, Archer & Co.
*McGraw Publishing Co.
*McGuire-Cummings Co.
*McKeen Motor Car Co.
*Maryland Steel Co.
*Massachusetts Chemical Co.
Masury & Sons, J. A.
*Meyer Safety Guard Co.
*Midvale Steel Co.
*Miller Automatic Switch Co.
More Jones Brass & Metal Co.
Morris Co., Elmer P.
Mound City Paint & Color Co.
Murphy Varnish Co.
*Nachod Signal Co.
*National Brake Co.
*National Brake & Electric Co.
National Car Advertising Co.
National Car Wheel Co.
*National Carbon Co.
National Flange Lubricator Co.
*National Lead Co.
*National Lock Washer Co.
New England Street Railway Club.
*New Tone Co., The.
New York Car Wheel Co.
New York Switch & Crossing Co.
*Nichols Car Signal Co.
*Niles-Bement-Pond Co.
Niles Car & Manufacturing Co.
Norton Grinding Co.
Nuttall Co., R. D.
*Ohmer Fare Register Co.
*Ohio Brass Co.
Okonite Co.
*Onderdonk Engineering Co.
*Pantasote Leather Co.
Parmenter Fender & Wheel Guard Co.
Partridge, Arthur S.
Patton Paint Co.
*Pay-As-You-Enter Car Co.
*Pennsylvania Steel Co.
Philadelphia Electric & Manufacturing Co.
*Planet Co., The.
Poole Brothers.
Post & Co., E. L.
Pratt & Lambert Co.
Pressed Steel Car Co.
Quincy, Manchester, Sargent Co.
*Rail Joint Co.
Railroad Age Gazette.
Railway Audit & Inspection Co.
Railway Materials Co.
Ramapo Iron Works.
Rand-Avery Co.
Rapp Co., John W.
*Roebling's Sons Co., John A.
Rubberset Brush Co.
Russell Car & Snow Plow Co.
St. Louis Car Co.
St. Louis Car Wheel Co.
*St. Louis Malleable Castings Co.
*Scott & Co., John F.
*Sherwin Williams Co.
*Smith Heater Co., Peter.
Spear & Miller Co.
Southern Exchange Co.
*Speer Carbon Co.
*Standard Brake Shoe Co.
*Standard Motor Truck Co.

Exhibit of the Manufacturers' Association—(Continued).

*Standard Paint Co.
Standard Roller Bearing Co.
*Standard Steel Works.
Standard Underground Cable Co.
*Standard Varnish Co.
*Star Brass Co.
*Stephenson Co., John.
*Sterling Varnish Co.
Stewart Electric Co., John A.
Stone & Webster Management Association.
*Stromberg-Carlson Co.
*Symington Co., T. H.
*Taylor Electric Truck Co.
Thiel Detective Service Co.
*Tool Steel Motor Gear & Pinion Co.
*Traction Lubricating Co.
*Transfer Issuing Machine Co.
*Transportation Equipment Co.
*Trolley Supply Co.
*Underfeed Stoker Co.
Union Electrical Co.
United States Electric Signal Co.
United States Gage Co.
United States Graphite Co.
United States Metal & Manufacturing Co.
*United States Wood Preserving Co.
Valentine & Co.
*Van Dorn Co., W. T.
Van Dorn Electric & Manufacturing Co.
*Wagner Electric Co.
Walker & Bennett Manufacturing Co.
Wallace Supply Co.
Walworth Manufacturing Co.
*Wason Manufacturing Co.
Watson Stillman Co.
*Western Electric Co.
*Western Elaterite Roofing Co., The.
*Western Lumber & Pole Co.
Weston Electrical Instrument Co.
Westinghouse, Church, Kerr & Co.
*Westinghouse Electric & Manufacturing Co.
*Westinghouse Machine Co.
*Westinghouse Traction Brake Co.
*Wharton, Wm., Jr., & Co., Inc.
*Wheel Truing Brake Shoe Co.
White & Co., Inc., J. G.
*Whitmore Manufacturing Co.
Willey Co., C. A.
*Wilson, George.
Wilson Trolley Catcher Co.
*Woeber Carriage Co.
*Wonham, Magor & Sanger.
*Wood Preserver Co., C. A.
*Wright Wrench Co.
*Wyoming Track Sander Co.

ENTERTAINMENT AT THE 1909 CONVENTION.

Following the custom of preceding years, the American Street and Interurban Railway Manufacturers' Association prepared a series of entertainment for the Convention week, all of which met with the success which always attends the efforts of our allied organization.

On Monday afternoon, Oct. 4, through the courtesy of The Denver City Tramway Co. and The "Seeing Denver" Co., the ladies of the Convention were afforded an opportunity of inspecting Denver's beautiful residential section and the boulevards and parks.

On Monday evening the annual reception and ball was held at the Brown Palace Hotel, in honor of the Presidents and other officers, with their wives, of the American, Accountants', Engineering, Claim Agents' and Transportation and Traffic Associations; Madame Sobrino, of London, and Mr. Clifford Wiley, of New York City, forming additional attractions.

On Tuesday afternoon the ladies of the Convention went "sight seeing" in automobiles, and in the evening the Manufacturers presented their Fifth Annual Amateur Vaudeville and Theatrical Performance at the Tabor Grand Opera House, assisted by The Denver City Tramway Minstrel Troop and Band.

On Wednesday afternoon a special "sight seeing" trolley trip to the Foothills was arranged for the ladies by The Denver City Tramway Co. and The "Seeing Denver" Co. A stop was made at Golden, and the ladies were conducted to the School of Mines. The return trip terminated at the "White City" where, in the evening, a Wild Game Barbecue, generously provided by The Denver City Tramway Co., was enjoyed. The Denver City Tramway Band very kindly volunteered its services for the evening and the Tramway Orchestra furnished music for dancing.

On Thursday the ladies spent the afternoon at the Denver Country Club, where there was golf, tennis, music, afternoon tea and a ladies' clock golf contest with prizes. In the evening the members of the Convention saw "Vastaherne," presented with Mrs. Leslie Carter, at the Broadway Theater, which was followed by informal dancing in the Ball Room of the Brown Palace Hotel.

On Friday an excursion over the celebrated Moffat Road to Corona, and one of the most famous of the many trips out of Denver, was arranged for and proved immensely interesting to the delegates present, particularly to the many Eastern visitors who had not before visited this section of our country.

MINUTES

OF THE

1909 CONVENTION.

TUESDAY SESSION.

OCTOBER 5, 1909.

The twenty-eighth annual convention of the American Street and Interurban Railway Association was called to order at 2:30 P. M. by the president, Hon. James F. Shaw, of Boston, Mass., in Auditorium Hall, Denver, Colorado.

As has been customary at previous meetings, the reading of the minutes of the 1908 convention was dispensed with and the printed proceedings approved instead.

PRESIDENT SHAW:—The program which has been arranged for our meeting calls first for the address of the President, but unless there is objection on the part of those present, a slight change will be made in the order of business for to-day, and the annual report of the Executive Committee and the report of the secretary-treasurer will be submitted first. No objection being offered, the Chair so orders and the secretary will present the report of the Executive Committee.

ANNUAL REPORT OF THE EXECUTIVE COMMITTEE.

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE AMERICAN STREET AND INTERURBAN RAILWAY ASSOCIATION, HELD AT THE MARLBOROUGH-BLENHEIM HOTEL, ATLANTIC CITY, N. J., THURSDAY, OCTOBER 15, 1908.

The meeting was called to order at 6:30 P. M. by President Shaw.

Those present were: James F. Shaw, president; Arthur W. Brady, first vice-president; Thomas N. McCarter, second vice-president; General George H. Harries, third vice-president; R. N. Wallis, president, Accountants' Association; Fred G. Simmons, president, Engineering

EDITORS' NOTE.—A complete list of the names of those who took part in the discussions at this convention, with their official titles, etc., will be found on page 197.

Association; C. B. Hardin, president-elect, Claim Agents' Association; C. L. Allen, president, Transportation and Traffic Association; B. V. Swenson, secretary and treasurer, and Hon. W. Caryl Ely, past president, American Association.

The minutes of the meeting held October 12 were read and approved.

The secretary presented the following list of names of street and interurban railway companies which had applied for active membership since October 1, 1908:

Schuylkill & Dauphin Traction Company.
Philadelphia & Easton Electric Railway Company.
United Railroads of San Francisco.
Citizens Traction Company.
Fairmont & Mannington Railroad Company.
Bluestone Traction Company.
New Jersey Rapid Transit Company.
Allegheny Valley Street Railway Company.
Great Falls & Old Dominion Railroad Company.
Norfolk & Bristol Street Railway Company.

On motion, duly seconded, these companies were admitted to active membership.

The secretary then presented the following list of names of gentlemen who had applied for associate membership since October 1, 1908:

MacKeen, W. D., Philadelphia, Pa.

Bonar, W. M., auditor, Kansas City-Western Railway Company, Leavenworth, Kansas.

Swenson, Sydney O., assistant electrical engineer, Detroit River Tunnel Company, Detroit, Mich.

Weston, Frederick W., Standard Steel Works Company, New York, N. Y.

Leavitt, R. P., electrical superintendent, Albany & Hudson Railroad Company, Hudson, N. Y.

Parker, R. H., general agent, United Paving Company, Atlantic City, N. J.

Cherry, W. T., president and general manager, United Paving Company, Atlantic City, N. J.

Doty, Clark, general foreman, Boston Elevated Railway Company, Somerville, Mass.

Clark, Chas. H., chief engineer, New York & North Shore Traction Company, Roslyn, L. I.

Plummer, A. M., foreman power station, West Jersey & Seashore Railroad Company, Manila, P. I.

Bryant, Harry L., clerk, general auditor's department, Public Service Railway Company, Newark, N. J.

Falkenbury, Garry H., general auditor's department, Public Service Railway Company, Nutley, N. J.

Anderson, Edwin H., designing engineer, General Electric Company, Schenectady, N. Y.

Barker, Harry, assistant editor, Engineering News, New York, N. Y.

Bird, J. L., engineer, Engineers' Office, City Hall, Toronto, Ont., Can.

Maxwell, M. J., superintendent, Beaver Valley Traction Company, New Brighton, Pa.

Cole, W. W., general manager utility department, Dodge & Day, Philadelphia, Pa.

Conway, John T., division superintendent, Old Colony Street Railway Company, Brockton, Mass.

Andrews, C. B., Taylor Iron & Steel Company, Highbridge, N. J.

Gale, C. Gordon, superintendent, Hull Electric Company, Deschenes, Que.

Kent, James D., electrical engineer, Union Railway Company, Mount Vernon, N. Y.

Shryock, E. O., superintendent, Meadville Traction Company, Meadville, Pa.

Lyman, F. D., manager railway department, Stuart-Howland Company, Boston, Mass.

On motion, duly seconded, the above-named gentlemen were admitted to associate membership.

The question of revising the dues of active or member companies was then discussed at some length and from the following four standpoints:

A. Increase in total revenue.
B. Increase in minimum charge.
C. Decrease in maximum charge.
D. Special sliding scale for companies which are under the same financial control.

On motion, the president was authorized to appoint a Committee on Revision of Active Membership Dues. The president appointed the following named committee: A. W. Brady, chairman, Anderson, Ind.; Howard F. Grant, Boston, Mass.; L. S. Storrs, Springfield, Mass.; J. F. Shaw, Boston, Mass.; B. V. Swenson, New York, N. Y.

The question of the revision of the associate membership was next considered. The discussion dwelt especially upon the advisability of each Association having its own associate membership passed upon by its own Executive Committee, but subject to the final approval of the Executive Committee of the American Association.

On motion, the president was authorized to appoint a special Committee on Revision of Associate Membership. President Shaw appointed upon this committee the following named gentlemen: G. H. Harries, chairman, Washington, D. C.; W. Caryl Ely, Buffalo, N. Y.; T. N. McCarter, Newark, N. J.; Paul Winsor, Boston, Mass; H. R. Goshorn, Philadelphia, Pa.

On motion, duly seconded, Bernard V. Swenson was appointed

secretary and treasurer for the year 1908-09, upon the same financial conditions as for the year 1907-08.

The work of the statistical bureau in the secretary's office was discussed at some length. On motion, it was decided that all confidential bulletins, before being issued by the secretary, should have the approval of the president.

The desirability of the Association having a standing committee on Interstate Commerce Commission Affairs was next considered. On motion, the president was authorized to appoint such a committee for the ensuing year. President Shaw appointed the following named gentlemen as members of this committee: G. H. Harries, chairman, Washington, D. C.; F. R. Ford, New York, N. Y.; A. W Brady, Anderson, Ind.; C. S. Sargeant, Boston, Mass.; W. B. McKinley, Champaign, Ill.

On motion, the meeting adjourned.

Respectfully submitted,

B. V. Swenson,
Secretary.

Approved.

James F. Shaw,
President.

Minutes of the Meeting of the Executive Committee of the American Street and Interurban Railway Association, Held at the Office of the Association, 29 West 39th Street, New York, N. Y., Friday, January 29, 1909.

The meeting was called to order at 10:30 a. m., President Shaw in the chair.

Those present were: J. F. Shaw, president; A. W. Brady, first vice-president; T. N. McCarter, second vice-president; C. N. Black, fourth vice-president; R. N. Wallis, president, Accountants' Association; Paul Winsor, president, Engineering Association; C. B. Hardin, president, Claim Agents' Association; C. Loomis Allen, president, Transportation and Traffic Association; H. H. Littell, C. S. Sergeant, A. E. Lang, H. H. Vreeland, W. Caryl Ely, past president, and B. V. Swenson, secretary-treasurer.

There were also present the following named gentlemen: J. R. Ellicott, president, Manufacturers' Association; J. H. McGraw, H. R. Goshorn, J. F. Calderwood, W. G. Ross, H. H. Adams, J. S. Doyle, H. W. Blake and F. R. Ford.

The minutes of the meeting held at the Marlborough Blenheim Hotel, Atlantic City, N. J., October 15, 1908, were read and approved.

Mr. C. S. Sergeant, chairman of the Committee on Active Membership, and Mr. C. Loomis Allen, chairman of the Committee on Associate Membership, presented reports covering the work of their respective committees since the 1908 convention.

On motion, duly seconded and carried, these reports were accepted and placed on file.

The secretary presented a report covering various matters connected with the administration of the Association, among which may be mentioned membership, finances, status of the 1908 proceedings, location of the 1909 convention, program for the 1909 convention, furniture and equipment, office force and committee work.

On motion, duly seconded and carried, the action taken by the president and secretary in binding the 1908 annual proceedings in three volumes, the reports of the Engineering and Transportation and Traffic Associations constituting Volume I, those of the Accountants' and Claim Agents, Volume II, and that of the American Association, Volume III, was approved.

On motion, duly seconded and carried, the action taken by the president and secretary in sending to all associate members cloth-bound copies of Volume I of the 1908 proceedings was approved.

On motion, duly seconded and carried, the action taken by the president and secretary in binding a limited number of Volume III of the 1908 proceedings and sending one copy only to each of the member companies was approved.

On motion, duly seconded and carried, the secretary was authorized to sell to libraries Volume II at $4 and Volume III at $2.50 per copy.

On motion, duly seconded and carried, the action of the president and secretary in omitting certain addresses, reports of committees and discussions from the printed report of the American Association proceedings for 1908 was approved.

There then followed a somewhat lengthy discussion relative to the location of the 1909 convention, particularly with reference to the advantages and disadvantages of holding this convention west of the Mississippi River.

On motion, duly seconded and carried, it was decided that the 1909 convention be held in some city west of the Mississippi River.

On motion, duly seconded and carried, the president was authorized to appoint a committee with power to act in naming the time and place of holding the 1909 convention and making general arrangements for the same, it being understood that this committee would confer with a similar committee appointed by the president of the Manufacturers' Association.

The secretary announced that the following named companies had applied for active membership since the meeting of the Executive Committee held on October 15, 1908:

Chicago, Lake Shore & South Bend Railway Company.
Edmonton Electric Railway.
Frederick & Middletown Railroad Company.
Galesburg & Kewanee Electric Railway Company.
Guthrie Railway Company.

Halifax Electric Tramway Company, Limited.
Honolulu Rapid Transit & Land Company.
Monterey Railway, Light & Power Company.
Old Colony Street Railway Company.
Peoria Railway Terminal Company.
Sacramento Electric, Gas & Railway Company.
St. John Railway Company (The).
San José Railway Company.
Southern Wisconsin Railway Company.
Trans-St. Mary's Traction Company.
Twin State Gas & Electric Company.
Washington, Alexandria & Mount Vernon Railway Company.
Winnipeg Electric Railway Company.

On motion, duly seconded and carried, these companies were admitted to active membership.

The secretary announced that the following named individuals and corporations had applied for associate membership since the meeting of the Executive Committee held on October 15, 1908:

Adams, T. S., division master mechanic, Public Service Railway Company, Elizabeth, N. J.

Adreon, E. L., district manager, Westinghouse Traction Brake Company, St. Louis, Mo.

Ailes, M. E., director, Washington Railway & Electric Company, Washington, D. C.

Ames, Azel, Kerite Insulating Wire & Cable Company, New York, N. Y.

Ames, John McE., mechanical engineer, General Electric Company, Schenectady, N. Y.

Anderson, Henry W., vice-president, Richmond & Chesapeake Bay Railway Company, Richmond, Va.

Armstrong, J. R. C.. electrical engineer, Metropolitan Street Railway Company, 775 Seventh Avenue, New York, N. Y.

Ashworth, J. S., master mechanic, Northern Ohio Traction & Lighting Company, Cuyahoga Falls, Ohio.

Atwater, Fred, treasurer, Columbia Nut & Bolt Company, Bridgeport, Conn.

Austin, George E., general manager, General Engineering Company, New York, N. Y.

Bacon, Jr., C. G., wheel engineer, Carnegie Steel Company, Pittsburgh, Pa.

Bacon, F. W., general manager, New Jersey & Hudson River Railway & Ferry Company, Edgewater, N. J.

Baer, Harry E.. general manager, Toch Brothers, 320 Fifth Avenue, New York, N. Y.

Bamberger, Sidney M., vice-president, Salt Lake & Ogden Railway Company, Salt Lake City, Utah.

Barbey, F. A., railroad supplies, Boston, Mass.

Barnes, Geo. A., assistant manager street railway department, Galena Signal Oil Company, Franklin, Pa.

Barry, J. G., manager railway department, General Electric Company, Schenectady, N. Y.

Bartholomew, W. S., district manager, Westinghouse Traction Brake Company, 1545 Railway Exchange Building, Chicago, Ill.

Beatty, E. G., representative, Galena Signal Oil Company, Franklin, Pa.

Beckwith, C. B., president, Beckwith Chandler Company, 320 Fifth Avenue, New York, N. Y.

Bell, Chas. J., director Washington Railway & Electric Company, Washington, D. C.

Bendt, Chas. J., secretary and auditor, Charleston Consolidated Railway, Gas & Electric Company, Charleston, S. C.

Bennett, Chas. M., chief engineer, West Side Electric Street Railway Company, Pittsburgh, Pa.

Beran, Theodore, manager New York office, General Electric Company, 30 Church Street, New York, N. Y.

Berry, Bertram, representative, Heywood Brothers & Wakefield Company 129 Charlton Street, New York, N. Y.

Black, Chas. N., vice-president and general manager, United Railroads of San Francisco, San Francisco, Cal.

Blandy, E. B., representative, Carnegie Steel Company, 30 Church Street, New York, N. Y.

Bolen, Newton W., superintendent transportation, Public Service Railway Company, Newark. N. J.

Bone, James L., assistant general manager, The Ironsides Company, 613 Wyandotte Building, Columbus, Ohio.

Bradley, John E., proprietor, Osgood, Bradley & Son, Worcester, Mass.

Brady, Arthur W., president, Indiana Union Traction Company, Anderson, Ind.

Branson, H., shop superintendent, Philadelphia Rapid Transit Company, 2501 Kensington Avenue, Philadelphia, Pa.

Brokaw, P. V. D., 4744 Washington Avenue, St. Louis, Mo.

Brotherhood, P. M., manager, Manning, Maxwell & Moore, Inc., 85 Liberty Street, New York, N. Y.

Brown, H. W., auditor, Metropolitan Street Railway Company, New York, N. Y.

Brown, J. D., special agent, Nashville Railway & Light Company, Nashville, Tenn.

Brush, Matthew C., general manager, Buffalo & Lake Erie Traction Company, Buffalo, N. Y.

Budden, Thos. W., foreman electrical repairs, Interborough Rapid Transit Company, New York, N. Y.

Buehler, J. G., president, Columbia Machine Works and Malleable Iron Company, Brooklyn, N. Y.

Calderwood, J. F., vice-president and general manager, Brooklyn Rapid Transit Company, 85 Clinton Street, Brooklyn, N. Y.

Cameron, Fred C., Corning Glass Works, Corning, N. Y.

Campbell, A. D., master mechanic, Seattle Electric Company, Seattle, Wash.

Candee, Willard L., manager, The Okonite Company, Ltd., 253 Broadway, New York, N. Y.

Carter, L. T., engineer, General Electric Company, 30 Church Street, New York, N. Y.

Case, J. R., division master mechanic, Public Service Railway Company, Newark, N. J.

Casey, T. W., general manager, Pay-As-You-Enter Car Corporation, 50 Church Street, New York, N. Y.

Castle, Chas. C., vice-president, Hildreth Varnish Company, 90 West Street, New York, N. Y.

Chandler, Percy M., director, Norfolk & Portsmouth Traction Company, Stock Exchange Building, Philadelphia, Pa.

Chapin, Edward H., vice-president, National Car Wheel Company, 556 West Thirty-fourth Street, New York, N. Y.

Clarke, H. P., master mechanic in charge of shops, Metropolitan Street Railway Company, New York, N. Y.

Clayton, W. G., sales manager, Allis-Chalmers Company, Brooklyn, N. Y.

Clerkin, P. A., roadmaster, maintenance of way department, Public Service Railway Company, Jersey City, N. J.

Cole, Chas. C., foreman, Interborough Rapid Transit Company, New York, N. Y.

Colton, H. M., supervisor, Williamsport Passenger Railway Company, Williamsport, Pa.

Conwell, W. L., Westinghouse Electric & Manufacturing Company, 165 Broadway, New York, N. Y.

Cozzens, Henry E., sales agent, Massachusetts Chemical Company, 30 Church Street, New York, N. Y.

Craig, E. A., southeastern manager, Westinghouse Traction Brake Company, Pittsburgh, Pa.

Crocker, C. T., instructor of motormen, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Cross, Chas. H., mechanical engineer, 11322 Forest Avenue, Chicago, Ill.

Cunningham, R. C., representative, Galena Signal Oil Company, 1825 Chestnut Street, Philadelphia, Pa.

Dabney, Frank, assistant treasurer, The Seattle Electric Company, Seattle, Wash.

Darke, Jesse M., engineer, General Electric Company, 94 Park Street, West Lynn, Mass.

Davis, Edwin G., road electrician, Interborough Rapid Transit Company, New York, N. Y.

Dawson, Louis Y., civil engineer, Charleston Consolidated Railway, Gas & Electric Company, Charleston, S. C.

Dewson, E. H., resident engineer, Westinghouse Traction Brake Company, 165 Broadway, New York, N. Y.

Dorland, C. H., car house foreman, Interborough Rapid Transit Company, 438 St. Nicholas Avenue, New York, N. Y.

Downes, Louis W., vice-president, D & W Fuse Company, Providence, R. I.

Drake, L. J., Jr., representative, Galena Signal Oil Company, Indianapolis, Ind.

Drown, H. V., general claim agent, Public Service Railway Company, Newark, N. J.

Duffy, J. E., superintendent, Syracuse Rapid Transit Railway Company, Syracuse, N. Y.

Dunne, Edward J., superintendent distribution, Public Service Railway Company, Newark, N. J.

Ellicott, Chas. R., representative, Westinghouse Traction Brake Company, New York, N. Y.

Ellicott, J. R., eastern manager, Westinghouse Air Brake Company, New York, N. Y.

Ellis, Frank B., chief clerk, Philadelphia Rapid Transit Company, 810 Dauphin Street, Philadelphia, Pa.

Elmquist, F. A., railway representative, The Sherwin-Williams Company, 50 Church Street, New York, N. Y.

Evans, H. C., sales agent, The Lorain Steel Company, New York, N. Y.

Fairbanks, Albert C., president, Waterproof Paint Company, Watertown, Mass.

Farmer, Thomas, Jr., district manager, Consolidated Car Heating Company, 42 Broadway, New York, N. Y.

Files, C. F., superintendent and purchasing agent, Citizens' Electric Street Railway Company, Newburyport, Mass.

Flannery, J. M., general manager, American Vanadium Company, Frick Building, Pittsburgh, Pa.

Forsyth Brothers Company, Chicago, Ill.

Fullerton, R. M., New England manager, Wm. C. Robinson & Son Company, Boston, Mass.

French, M. J., engineer maintenance of way, Utica & Mohawk Valley Railway Company, Utica, N. Y.

Gannon, John W., salesman, Brady Brass Company, New York, N. Y.

Gardiner, F. W., principal assistant engineer, Interborough Rapid Transit Company, New York, N. Y.

Gayley, O. C., second vice-president, Pressed Steel Car Company, 24 Broad Street, New York, N. Y.

Gerdon, F. J., superintendent transportation, Utica & Mohawk Valley Railway Company, Utica, N. Y.

Gordon, F. H., roadmaster maintenance of way, Public Service Railway Company, Elizabeth, N. J.

Goshorn, H. R., general claim agent, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Gourd, A. Douglas, purchasing agent, Montreal Engineering Company, Ltd., 179 James Street, Montreal, Can.

Gray, W. C., general manager, Geneva, Waterloo, Seneca Falls & Cayuga Lake Traction Company, Seneca Falls, N. Y.

Green, Robert C., lubricant inspector, Metropolitan Street Railway Company, New York, N. Y.

Grier, H. G., engineer, General Electric Company, 30 Church Street, New York, N. Y.

Griffith, C. J., superintendent railway department, Little Rock Railway & Electric Company, Little Rock, Ark.

Haas, John, mechanical inspector, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Hamilton, G. E., president, Capital Traction Company, Washington, D. C.

Hamilton, Robert B., chief treasury department, Utica & Mohawk Valley Railway Company, Utica, N. Y.

Hanf, John, division master mechanic, Public Service Railway Company, Camden, N. J.

Hardin, C. B., claim agent, United Railways Company of St. Louis, St. Louis, Mo.

Harvie, W. J., chief engineer, Utica & Mohawk Valley Railway Company, Utica, N. Y.

Harries, Gen., Geo. H., vice-president, Washington Railway & Electric Company, Washington, D. C.

Hayes, Ross F., eastern manager, Curtain Supply Company, 50 Church Street, New York, N. Y.

Hayward, H. S., Jr., mechanical engineer, Brady Brass Company, Elizabeth, N. J.

Hawley, Cornell S., vice-president, Consolidated Car Heating Company, 42 Broadway, New York, N. Y.

Hearn, James E., foreman inspector of shops, Interborough Rapid Transit Company, New York, N. Y.

Hegarty, D. A., general manager and treasurer, Little Rock Railway & Electric Company, Little Rock, Ark.

Hequembourg, K. D., general sales agent, Walker Bennet Manufacturing Company, 217 West Twenty-ninth Street, New York, N. Y.

Heulings, W. H., Jr., assistant secretary, The J. G. Brill Company, Philadelphia, Pa.

Hibbard, J. W., secretary and treasurer, Grip Nut Company, New York, N. Y.

Hill, G. H., assistant engineer railway and track department, General Electric Company, Schenectady, N. Y.

Hitt, Rodney, associate editor, *Electric Railway Journal,* 239 West Thirty-ninth Street, New York, N. Y.

Holmes, Walton H., president, Pioneer Trust Company, Kansas City, Mo.

Honold, P. J., purchasing agent, Utica & Mohawk Valley Railway Company, Syracuse, N. Y.

Hurt, Joel, ex-president, Atlanta Consolidated Street Railway Company, Atlanta, Ga.

Ingram, A. B., vice-chairman, Ontario Railway & Municipal Board, Toronto, Can.

Jeandron, W. J., 20 Vesey Street, New York, N. Y.

Joel, J. M., auditor, Utica & Mohawk Valley Railway Company, Utica, N. Y.

Johnston, E. A., foreman, Utah Light & Railway Company, Salt Lake City, Utah.

Johnstone,, Homer C., representative, Midvale Steel Company, 225 Fifth Avenue, New York, N. Y.

Jones, Chas. L., vice-president, The Falk Company, Milwaukee, Wis.

Kane, John L., shop foreman, Public Service Railway Company, Newark, N. J.

Katte, Edwin B., chief engineer electric traction, New York Central & Hudson River Railroad Company, New York, N. Y.

Keegan, George, assistant to vice-president and general manager, Interborough Rapid Transit Company, 165 Broadway, New York, N. Y.

Keyes, C. B., engineer, General Electric Company, New York, N. Y.

Keys, S. B., manager railroad department, Home Rubber Company, Trenton, N. J.

King, Alvin S., eastern manager, The Sterling Varnish Company, Pittsburgh, Pa.

King, Clarence P., president, Washington, Alexandria & Mount Vernon Railway & Electric Company, Philadelphia, Pa.

Kirk, Edward B., general manager, Atlantic Shore Line Railway, Kennebunkport, Me.

Kittson, H. N., commissioner, Ontario Railway & Municipal Board, Toronto, Ont.

Kling, Louis A., superintendent, John Stephenson Company, Elizabeth, N. J.

Knox, F. H., vice-president and general manager, The Spartanburg Railway, Gas & Electric Company, Spartanburg, S. C.

Kuhn, H. J., Flood & Conklin Company, Newark, N. J.

Lackey, Jas. B., secretary, Street Railways Advertising Company, New York, N. Y.

Langan, John, The Okonite Company, New York, N. Y.

Langworthy, E. L., eastern manager, The Adams & Westlake Company, 2042 North Tenth Street, Philadelphia, Pa.

Lawler, Thomas J., railway representative, Berry Brothers Company, Ltd., Detroit, Mich.

Lee, W. H., representative, Galena Signal Oil Company, 411 Traction Building, Indianapolis, Ind.

Leitch, James, chairman, Ontario Railway & Municipal Board, Toronto, Can.

Lenehan, Daniel E., car house foreman, Interborough Rapid Transit Company, 3317 Third Avenue, New York, N. Y.

Lenz, E. J., superintendent, Delta Electric Light, Power & Manufacturing Company, Greenville, Miss.

Leonhauser, H. A., assistant superintendent of shops, United Railways & Electric Company of Baltimore, Baltimore, Md.

Littell, H. H., 137 Summer Street, Buffalo, N. Y.

Littell, H. M., assistant to general manager, Pacific Electric Railway Company, Los Angeles, Cal.

Logan, H. B., president, Dossert & Company, New York, N. Y.

Long, E. G., 50 Church Street, New York, N. Y.

Loughrey, John, mechanical inspector, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Loughrey, T. J., mechanical inspector, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Lumsden, T. H., lease representative, Street Railways Advertising Company, New York, N. Y.

Lynde, L. E., superintendent, Henderson Traction Company, Henderson, Ky.

McBee, A. E., vice-president, Street Railways Advertising Company, New York, N. Y.

McCarter, Thos. N., president, Public Service Railway Company, Newark, N. J.

McCoubrie, L. A., superintendent elevated division, Philadelphia Rapid Transit Company, Philadelphia, Pa.

McCoubrie, Robert, chief mechanical inspector, Philadelphia Rapid Transit Company, Philadelphia, Pa.

McDonald, Duncan, manager, Montreal Street Railway Company, Montreal, Can.

McDougall, R. E., claim agent, Utica & Mohawk Valley Railway Company, Utica, N. Y.

McWhirter, J. S., superintendent of equipment, Third Avenue Railroad, New York, N. Y.

McWhorter, W. A., representative, Galena Signal Oil Company., Birmingham, Ala.

MacCracken, G. G., president, Allboro Contracting Company, 26 Cortlandt Street, New York, N. Y.

Mace, Romaine, salesman, The Okonite Company, Ltd., New York, N. Y.

Mackell, Thos. F., assistant shop superintendent, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Mahony, J. J., General Electric Company, New York, N. Y.

Mannix, M., mechanical inspector, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Manson, George T., general superintendent, The Okonite Company, Ltd., New York, N. Y.

Markell, J. L., test car operator, Philadelphia Rapid Transit Company, Philadelphia, Pa.

Martin, H. F., general manager sales, Pennsylvania Steel Company, Philadelphia, Pa.

Martin, Lewis G., engineer, The Okonite Company, Ltd., New York, N. Y.

Martin, T. C., Executive Secretary, National Electric Light Association, 29 West Thirty-ninth Street, New York, N. Y.

Maycock, Joseph, railroad department, Pratt & Lambert, 100 William Street, New York, N. Y.

Meeteer, Wesley, president, Wallace Supply Company, New York, N. Y.

Megeath, S. A., vice-president and general manager, Galena Signal Oil Company, 26 Broadway, New York, N. Y.

Miller, LeRoy G., manager, street railway department, Galena Signal Oil Company, Franklin, Pa.

Moody, A. F., general barn foreman, Utah Light & Railway Company, Salt Lake City, Utah.

Morris, Ray, managing editor, *Railroad Age Gazette,* New York, N. Y.

Mowry, Jas. G., railway representative, Patton Paint Company, Newark, N. J.

Mullaney, T. F., chief engineer, Third Avenue Railroad Company, New York, N. Y.

Murphy, John J., shop foreman, Public Service Railway Company, Newark, N. J.

Neff, S. S., general superintendent, Atlantic City & Shore Railroad Company, 8 South Virginia Avenue, Atlantic City, N. J.

Nellis, F. M., New England representative, Westinghouse Traction Brake Company, Boston, Mass.

Nicholas, Frederic, associate editor, *Electric Railway Journal,* 239 West Thirty-ninth Street, New York, N. Y.

Norment, Clarence F., president, Washington Railway & Electric Company, Washington, D. C.

Ohmer, J. F., president, Ohmer Fare Register Company, Dayton, Ohio.

Old, A. F., manager, The Hale & Kilburn Manufacturing Company, New York, N. Y.

Oliver, R. G., master mechanic, Philadelphia Rapid Transit Company, Philadelphia, Pa.

O'Shea, James, Jr., representative, The Electric Cable Company, New York, N. Y.

Partridge, Arthur S., St. Louis, Mo.

Passailaigue, T. W., superintendent street railway department, Charleston Consolidated Railway, Gas & Electric Company, Charleston, S. C.

Passino, A. J., secretary, Brady Brass Company, Jersey City, N. J.

Paulis, D. L., eastern representative, The Kay & Ess Company, Dayton, Ohio.

Pearson, Henry, president, Wason Manufacturing Company, Brightwood, Mass.

Peirce, Chas. C., manager, railway department, General Electric Company, Boston, Mass.

Oesterreich, H. E., secretary and manager, Wendell & MacDuffie Company, New York, N. Y.

Polk, Wm. Anderson, manager, railway department, The Patterson-Sargent Company, New York, N. Y.

Porter, A. V., consulting architect, Metropolitan Street Railway Company, New York, N. Y.

Potter, A. E., general manager, The Rhode Island Company, Providence, R. I.

Porter, J. W., first vice-president, Electric Service Supply Company, Chicago, Ill.

Priest, E. D., General Electric Company, Schenectady, N. Y.

Radcliffe, Geo. L., general superintendent, Schenectady Railway Company, Schenectady, N. Y.

Rasmusson, L., car house foreman, Interborough Rapid Transit Company, New York, N. Y.

Reeves, W. F., assistant engineer, Interborough Rapid Transit Company, New York, N. Y.

Reinecke, Otto C., sales manager, Dahlstrom Metallic Door Company, New York, N. Y.

Remelius, C., superintendent rolling equipment, Public Service Railway Company, Newark, N. J.

Ricker, William R., shop foreman, Public Service Railway Company, Newark, N. J.

Robertson, Philip W., assistant engineer car equipment, Interborough Rapid Transit Company, New York, N. Y.

Robinson, F. George, president, The Construction & Equipment Company of New York, New York, N. Y.

Roundey, E. P., engineer maintenance of way, Syracuse Rapid Transit Railway Company, Syracuse, N. Y.

Ryan, Dr. Francis J., claim agent, Syracuse Rapid Transit Railway Company, Syracuse, N. Y.

Samuelson, Frank, Jr., assistant to auditor, Metropolitan Street Railway Company, New York, N. Y.

Sargent, F. W., chief engineer, American Brake Shoe & Foundry Company, Mahwah, N. J.

Schauffler, C. E., representative, Galena Signal Oil Company, Chicago, Ill.

Schwartz, Carl, engineer power station, New York Central & Hudson River Railroad Company, New York, N. Y.

Sergeant, C. S., vice-president, Boston Elevated Railway Company, Boston, Mass.

Sharp, E. W., chief clerk R. S. and S. department, Metropolitan Street Railway Company, New York, N. Y.

Sheldon, H. W., representative, Standard Steel Works, New York, N. Y.

Shepard, F. H., special representative, Westinghouse Electric & Manufacturing Company, New York, N. Y.

Shepard, Louis A., acting vice-president for receivers, Atha Steel Casting Company, Newark, N. J.

Simmons, E. A., vice-president, *Railroad Age Gazette,* New York, N. Y.

Simms, Major R. D., treasurer, The Capital Traction Company, Washington, D. C.

Sinclair, J. J., Westinghouse Electric & Manufacturing Company, New York, N. Y.

Single, J. L., roadmaster, maintenance of way department, Public Service Railway Company, Newark, N. J.

Sisson, A. H., general manager, Forsyth Brothers Company, Chicago, Ill.

Smith, G. J., master mechanic, Metropolitan Street Railway Company, Kansas City, Mo.

Smith, Jas. V., representative, Galena Signal Oil Company, Franklin, Pa.

Smith, L. L., master mechanic, Chicago & Milwaukee Electric Railroad Company, Highwood, Ill.

Smith, Sylvester D., superintendent, elevated division, Interborough Rapid Transit Company, New York, N. Y.

Southwell, J. E., representative, Galena Signal Oil Company, Boston, Mass.

Speare, Lewis R., special agent, Galena Signal Oil Company, Boston, Mass.

Speer, J. S., president, Speer Carbon Company, St. Mary's, Pa.

Staub, William H., purchasing agent, The United Railways & Electric Company of Baltimore, Baltimore, Md.

Stearns, Eckley H., New York agent, The Adams & Westlake Company, New York, N. Y.

Stedman, J. H., secretary, Ohmer Fare Register Company, Dayton, Ohio.

Stevenson, Wm. H., mechanical engineer, McGuire-Cummings Manufacturing Co., Chicago, Ill.

Stieff, W. O., representative, Galena Signal Oil Company, Reading, Pa.

Stone, Frank J., manager Boston office, The Electric Storage Battery Company, Boston, Mass.

Storrs, L. S., vice-president, New England Investment & Security Company, Springfield, Mass.

Stott, H. G., superintendent motive power, Interborough Rapid Transit Company, New York, N. Y.

Sullivan, Wm. B., representative, Carpenter Steel Company, Reading, Pa.

Taylor, Walter H., director, Norfolk & Portsmouth Traction Company, Norfolk, Va.

Tharp, W. J., auditor, Little Rock Railway & Electric Company, Little Rock, Ark.

Thomas, Chas. H., representative, Galena Signal Oil Company, Franklin, Pa.

Thoron, Ward, chairman executive committee, Washington Railway & Electric Company, Washington, D. C.

Thyberg, G., general foreman, Interborough Rapid Transit Company, New York, N. Y.

Trist, N. B., Carnegie Steel Company, Pittsburgh, Pa.

Trubee, W. A., representative, Galena Signal Oil Company, Bridgeport, Conn.

Truesdell, George, director, Washington Railway & Electric Company, Washington, D. C.

Turner, Walter V., mechanical engineer, Westinghouse Traction Brake Company, Pittsburgh, Pa.

Turner, Chas. H., Standard Steel Car Company, Butler, Pa.

Vought, H. D., secretary, New York Railroad Club, New York, N. Y.

Wampler, William, sales agent, electric truck department, American Locomotive Company, New York, N. Y.

Watson, H. M., president, Bell Telephone Company of Buffalo, Buffalo, N. Y.

Weaver, W. D., editor, *Electrical World,* 239 West Thirty-ninth Street, New York, N. Y.

Wescott, Wm. P., mechanical expert, Galena Signal Oil Company, New York, N. Y.

Whitaker, S. Edgar, 29 West Thirty-ninth Street, New York, N. Y.

Williams, Edward M., manager street railway sales department, The Sherwin-Williams Company, Cleveland, Ohio.

Williams, T. W., engineer, General Electric Company, Schenectady, N. Y.

Wilson, David H., Jr., electrical engineer, Erie Railroad, Meadville, Pa.

Wilson, Harold R., manager electrical department, Arthur S. Partridge, 421 Olive Street, St. Louis, Mo.

Winter, E. W., president, Brooklyn Rapid Transit Company, Brooklyn, N. Y.

Wright, W. H., proprietor, Schenectady Varnish Company, Schenectady, N. Y.

Young, Le Grand, Jr., superintendent, Emigration Canyon Railroad Company, Salt Lake City, Utah.

Young, A. T., chief engineer, Cheyenne Electric Railway Company, Cheyenne, Wyo.

On motion, duly seconded and carried, these individuals and corporations were admitted to associate membership.

The secretary then read the names of twelve companies which had signified their intention of withdrawing from membership in the Association. After discussion, it was decided to defer action on these resignations until the next meeting of the Executive Committee, and that an endeavor should be made to have these companies reconsider the question of resigning from the Association.

The Committee on Subjects, through its chairman, Mr. T. N. McCarter, and through the presidents of the various affiliated Associations, presented a report covering the work proposed for the 1909 convention.

On motion, duly seconded and carried, this report was approved.

On motion, duly seconded and carried, all matters relating to financial detail, office force, furniture and equipment, were referred to the president and secretary, with power to act.

There then followed a general discussion of the work of the various standing and special committees.

A vote of thanks was extended to the Edison Illuminating Society and the Society of Naval Architects and Marine Engineers, and the Technischer Verein of New York, for so courteously placing at the disposal of the Association for its various committee meetings on January 28th and 29th, their rooms on the seventh floor of the Engineering Societies Building. The committee also expressed its appreciation of the attention given to the requirements of the Association during these meetings by the superintendent of the Engineering Societies Building.

The following resolution was presented and adopted:

"WHEREAS: *The Electric Railway Journal* and the *Electric Traction Weekly* have, at the request of our President, very kindly offered to supply copies of their weekly publications for use in the committee rooms of the State Legislative Committees on Electric Railways, and for the use of the public press in various States of the country, and

"WHEREAS: These two publications have at all times shown the greatest interest in advancing the welfare of the Association by the publication of articles and notices and in editorials; *now therefore*

"*Be it Resolved:* That the Executive Committee hereby desires to express its appreciation of these various courtesies by extending to the *Electric Railway Journal* and the *Electric Traction Weekly* a vote of thanks."

On motion, duly seconded and carried, the following resolution was adopted:

"WHEREAS: Some misunderstandings have arisen concerning the meaning of Article XIV of the By-Laws of the American Street and Interurban Railway Association in regard to the amount of dues payable by a street or interurban railway company which through ownership of stock or otherwise controls and directs the operation of, but does not itself actually operate a number of other like companies, the question being whether such company should pay dues based on its own gross earnings, representing the combined earnings of all con-

trolled companies, or for each controlled company individually based on its separate earnings.

"*Resolved:* That the Executive Committee of the Association interprets such article to mean that the dues payable by such a controlling, but non-operating company, shall be based on its own gross earnings representing the combined earnings of all its controlled companies, and not on the earnings of each controlled company individually based on its separate earnings."

A vote of thanks was extended to Messrs. J. S. Doyle and H. H. Adams for their excellent work in obtaining more than 100 new associate members since the 1908 convention.

Mr. H. R. Goshorn, member of the Special Committee on Revision of Associate Membership, reported that, due to the unavoidable absence of Chairman G. H. Harries, no meeting of the committee had been held, but that at an informal conference on January 28th those in attendance desired to present the following suggestions to the Executive Committee for consideration:

"The privileges of Associate Members shall include admission to all open meetings of the American Street and Interurban Railway Association, all meetings of the Engineering Association and of the Transportation and Traffic Association. Admission to the meetings of the Accountants' Association and the Claim Agents' Association shall be subject to the regulations as to eligibility provided by their Constitutions and By-Laws.

"Associate members shall be entitled to wear the badge of the American Street and Interurban Railway Association and to receive one copy of the report of the annual meetings of the Engineering Association and Transportation and Traffic Association, provided that if an Associate Member is eligible and admitted to membership in the Accountants' Association or the Claim Agents' Association he shall be entitled to a copy of its annual report only. Associate Members shall not be entitled to vote or hold office. Their privileges on the floor shall be subject to the regulations of the Associations in which they may be sitting."

On motion, duly seconded and carried, the committee was requested to submit these suggestions to the Executive Committee in a written communication, to be forwarded by mail to its individual members for further consideration and final action.

Because of the desire on his part to enter into other business relations, Mr. B. V. Swenson tendered his resignation as secretary and treasurer, the same to take effect on January 29, 1909, or as soon thereafter as would be practicable from the standpoint of the Association work.

On motion, duly seconded and carried, the question of the resignation of the secretary and treasurer and the matter of filling the vacancy was left to the president and vice-presidents.

The president appointed Mr. T. N. McCarter to draw up a resolution expressing appreciation of the services of the secretary and treasurer.

On motion, duly seconded and carried, the meeting adjourned for luncheon at 1:30 p. m. The committee reconvened at 3 p. m.

At the afternoon session the first matter given consideration was the report of the Special Committee on Revision of Annual Dues.

Mr. A. W. Brady, chairman of the Committee on Revision of Annual Dues, reported that the committee did not consider it expedient to make any changes in the annual dues at the present time.

On motion, duly seconded and carried, the report of the committee was accepted.

Mr. A. W. Brady, member of the special committee appointed to consider the suggestions contained in the address of President Goodrich at the 1908 convention, reported that this committee had given very careful consideration to the matter and had come to the conclusion that it would recommend to the 1909 convention the adoption of the following resolution:

"*Resolved:* That it is the sense of the committee appointed to consider the recommendations of the President, made at the 1908 Convention, that no change be made in reference to the holding at the same time and place of the annual meeting of the American Street and Interurban Railway Association, and its affiliated and allied Associations, but that such annual meeting be supplemented by a conference to be held in the city of New York at the time of the winter session of the Executive Committee, which conference shall be open only to the President or other duly accredited representatives of the member companies, and which shall consider in executive session such matters as may be deemed of pressing interest, and report to the Executive Committee its recommendations and instructions as to the policy to be pursued in respect to such matters; and

"*Resolved Further:* That the chairman of this committee report to the annual 1909 Convention of the American Street and Interurban Railway Association the conclusions and recommendations of the committee as contained in this resolution."

On motion, duly seconded and carried, the proposed report of the committee was approved.

On motion, duly seconded and carried, the following resolution was adopted:

"WHEREAS: The American Street and Interurban Railway Manufacturers' Association has, through its Executive Committee, very generously presented to the American Street and Interurban Railway Association 1000 gold official badges of the American Street and Interurban Railway Association; *now therefore*

"*Be it Resolved:* That the Executive Committee of the American Street and Interurban Railway Association hereby accepts these badges; *and be it further*

"*Resolved:* That a vote of thanks be extended to the Executive Committee of the American Street and Interurban Railway Manufacturers' Association for its generous gift."

There then followed a discussion as to ways and means of increasing the membership of the Association.

Consideration was next given to the work of the Committee on

Public Relations, and there was a general discussion on Public Service Commissions and recent decisions in the Supreme Court of the United States in the cases of the Knoxville Water Company and the Consolidated Gas Company.

Through its Executive Committee, the Manufacturers' Association extended an invitation to the members of the Executive Committee of the American Association, and others in attendance at the midwinter meetings, to be present at a dinner given at the Knickerbocker Hotel at 7 o'clock in the evening, which invitation was accepted.

On motion, duly seconded and carried, the meeting adjourned.

Respectfully submitted,

BERNARD V. SWENSON,
Secretary.

Approved,

JAMES F. SHAW,
Chairman.

MINUTES OF THE MEETING OF THE EXECUTIVE COMMITTEE OF THE AMERICAN STREET AND INTERURBAN RAILWAY ASSOCIATION, HELD IN THE BROWN PALACE HOTEL, DENVER, COL., MONDAY, OCT. 4, 1909.

The meeting was called to order at 5 p. m. by President Shaw. Those present were: James F. Shaw, president; Arthur W. Brady, first vice-president; Thomas N. McCarter, second vice-president; George H. Harries, third vice-president; Charles N. Black, fourth vice-president; Vice-President Swift, of the Accountants' Association (acting for President Wallis); President Winsor, of the Engineering Association; President Hardin, of the Claim Agents' Association; President Allen, of the Transportation and Traffic Association, and Bernard V. Swenson, secretary and treasurer.

The minutes of the meeting held Jan. 29, 1909, were read and approved.

The secretary then read his annual report for the fiscal year ending Sept. 30, 1909.

On motion, the report was approved for presentation at the convention.

The secretary then read the program arranged for the meetings of the American Association, which was approved.

There then followed a general discussion of the various committee reports and other matters to be presented at the convention.

On motion, duly seconded and carried, the committee approved the reports of the Committee on City Rules and the Committee on Interurban Rules of the Transportation and Traffic Association, subject to such amendments as may be adopted by the Transportation and Traffic Association at its 1909 convention meetings.

On motion, duly seconded and carried, the following resolution was passed:

"WHEREAS: The American Street and Interurban Railway Manufacturers' Association has, through its Executive Committee, very generously presented to each of the Past Presidents of the American Street and Interurban Railway Association a handsome gold badge of appropriate design for use at the annual convention of the Association; *now, therefore,*

"*Be it Resolved:* That the Executive Committee of the American Street and Interurban Railway Association hereby extends to the American Street and Interurban Railway Manufacturers' Association a vote of thanks for its generous gift."

There then followed a discussion concerning the advisability of the appointment of a Committee on General Policy to consider the work of the Association as a whole, with special reference to that of the American Association, and to formulate a general outline of the matters to be considered during the year 1909-1910.

On motion, duly seconded and carried, the President was requested to appoint such a committee, consisting of three members of the Executive Committee, with instructions to report the results of its deliberations before the close of the 1909 convention.

The question as to who should be admitted to the executive sessions of the American Association on Wednesday and Thursday was next considered, and on motion it was decided that no person not an official representative of a member company to the meetings of the American Association should be permitted to attend these sessions, with the exception of certain representatives of the technical press and others especially invited by the president, and that no one would be admitted without presenting an official admission card at the door.

On motion, duly seconded and carried, the resignations of the following named companies were accepted:

Anniston Electric & Gas Company.
Carolina Power & Light Company.
Cleveland Electric Railway Company.
Farmington Street Railway Company.
International Railway Company.
Liberty & Jeffersonville Electric Railway Company.
Long Island Consolidated Electric Companies.
Louisville & Eastern Railroad Company.
The Milwaukee Electric Railway & Light Company.
The San Bernardino Valley Traction Company.
Twin City & Lake Superior Railway Company.
West Chester, Kennett & Wilmington Electric Railway Company.

On motion, duly seconded and carried, the resignations of the following named associate members were accepted:

Geo. B. Dusinberre..... Cleveland, Ohio.
B. P. Legaré..... San Francisco, Cal.
L. T. Peck..... Honolulu, Hawaii.

Wm. H. Pratt	New York, N. Y.
C. C. Smith	Milwaukee, Wis.
C. E. Titzel	Lancaster, Pa.
W. L. Towne	Amherst, Mass.
H. M. Wilson	Chicago, Ill.

On motion, duly seconded and carried, the official seal of the Association was declared to be that portion of the design of the new past president badges, which is within the wreath.

There then followed a discussion as to the methods of registering associate members, and, to the end that complications might be avoided, which would otherwise arise, the following rulings governing such registration were adopted:

a. Associate membership registration at the convention is primarily for those who cannot register either as delegates of member companies or as representatives of the Manufacturers' Association.

b. Associate members who belong to member companies should register as delegates of their respective companies.

c. Associate membership in the American Street and Interurban Railway Association *does not carry with it any commercial privileges incident to the convention.* All associate members who derive such benefits from attendance at the convention should pay their dues to the Manufacturers' Association and obtain manufacturers' badges.

d. All associate members should register at the Railway Association booth and receive an associate member's convention emblem.

e. Associate members' convention badges will be given only to those associate members who cannot register as delegates in one or another of the various associations.

On motion, duly seconded and carried, the meeting adjourned.

Respectfully submitted,

BERNARD V. SWENSON,
Secretary.

Approved,

JAMES F. SHAW,
Chairman.

(On motion, duly seconded and carried, the report of the Executive Committee was approved and ordered to be printed in the annual proceedings of the Association.)

PRESIDENT SHAW:—The splendid success which has attended our convention here in Denver is due, in no small measure, to the untiring efforts of the local reception committee and the Denver City Tramway Company, of which Mr. William G. Evans is chairman and president respectively. I know you will all be glad to hear from him, and I therefore take great pleasure in introducing Mr. William G. Evans, of Denver.

MR. EVANS:—I sincerely thank you, gentlemen, for this reception and invitation to address you. I simply wish on behalf of our Denver company to extend to you the heartiest welcome possible, and to express the hope that your convention here may be satisfactory to you in all respects. We expect to receive instructions from you rather than to give them to you, and therefore will not attempt to have very much to say. Before sitting down, however, I do want to tell you that we are tremendously pleased at the magnificent exhibit made here by the manufacturers; it is unquestionably the finest we have yet seen in Denver. I thank you.

PRESIDENT SHAW:—The next order of business will be the annual report of the secretary-treasurer.

ANNUAL REPORT OF THE SECRETARY AND TREASURER FOR THE PERIOD FROM OCTOBER 1, 1908, TO SEPTEMBER 24, 1909.

To the American Street and Interurban Railway Association:

GENTLEMEN.—In presenting this, the fourth annual report of the secretary-treasurer since the reorganization of the Association, it has seemed wise to make a somewhat general report of the work which has been accomplished during the past year, and to follow this up by a more detailed report, showing the exact status of the membership and finances at the close of the fiscal year. Much additional information, some of it statistical, relative to the Association work during the past year is contained in the address of the president.

GENERAL REPORT.

Immediately after the close of the last convention, the work of placing the 1908 proceedings of the different associations in book form was pushed as rapidly as possible with the result that paper-covered copies of the reports of the various affiliated associations were completed and sent to the member companies before Jan. 1, 1909, and the cloth-bound copies of the proceedings were ready for distribution on Jan. 20 last.

The 1908 proceedings are the first to contain an annual report of the Transportation and Traffic Association, which was organized in January of that year. In addition to several new lines of work, this association has taken over practically all of the general and more public work heretofore done by the American Association, and the annual proceedings of the latter are practically confined to member company matters.

As all associate members this past year have been furnished with cloth-bound copies of the proceedings of both the Engineering and the

Transportation and Traffic Associations, the reports of these two associations have been bound together and constitute Volume 1 of the 1908 proceedings. The Accountants' and Claim Agents' Association proceedings have, as in past years, been bound together and constitute Volume 2. The American Association proceedings are bound separately in Volume 3.

Five hundred paper-covered copies of the reports of each of the four affiliated associations were printed, and one copy of each of these reports was sent to each member company. In addition, there were printed 2000 cloth-bound copies of Volume 1, and 1250 cloth-bound copies of Volume 2. The excess number of copies of Volume 1 were for distribution among associate members. The number of copies of Volumes 1 and 2 supplied to each member company was in proportion to the amount of annual dues paid by the company, the distribution being made upon the same basis as in previous years.

As the American Association proceedings are primarily of interest to the higher officials under the new condition of affairs, only 750 copies of Volume 3 were printed, and these were all bound in cloth. Each member company was supplied with one of these books.

The action taken by the president and secretary in the matter of binding and printing the 1908 proceedings, and in the method of their distribution, was duly approved by the executive committee at the January meeting.

During the past year the office of secretary-treasurer in each of the four affiliated associations has been purely honorary with no salary attached. It will be remembered that the Accountants' Association made this change at the 1907 convention, and that the Transportation and Traffic Association started out in this way. The Engineering and Claim Agents' Associations continued on the old basis up to the 1908 convention, but the change became effective with the beginning of the year just closed.

Shortly after the close of the 1908 convention your president took active steps toward increasing the membership in the association by the appointment of two large and comprehensive committees, one on active membership and the other on associate membership. These committees have done a vast amount of work during the year, and the results have been most gratifying. The reports of these committees will be presented at this meeting and will show more in detail the manner in which the work was carried on. The results obtained are shown in complete detail in the latter part of this report.

At the 1908 convention the Association adopted an official pin or emblem to be worn by associate members. Soon after the close of the convention the executive committee of the Manufacturers' Association very generously voluntered to supply the Association with 1000 of these pins in solid gold and blue enamel, similar to the original design. This offer was accepted and a vote of thanks was extended to the Manufacturers' Association by the executive committee at its January meeting.

These pins have been sold by the secretary for the sum of $3 each, which amount covers their original cost and the postage; this money going into the treasury of the American Association. Over 375 of our associate members are wearing this pin. It has been found that the official emblem has been an important factor in the large increase in associate membership this year, and there is no question but what it will have an even more important bearing upon associate membership in the future, not only in the matter of increasing such membership, but also in making it more stable and permanent.

The executive committee at its January meeting decided that the convention this year should be held in some city west of the Mississippi River, and appointed a Convention Location Committee to take this matter in charge, with power to act in the selection of the time and place for holding the convention. While several other cities west of the Mississippi River were considered, the committee was of the opinion that the convention should be held in Denver, if satisfactory arrangements could be made, not only so far as the American Association and its affiliated organizations were concerned, but also from the standpoint of the Manufacturers' Association. A conference to decide this matter was held in Denver on April 19, 20 and 21, at which our Convention Location Committee was represented by Messrs. John I. Beggs, E. C. Foster, A. E. Lang and B. V. Swenson. The Manufacturers' Association was represented by Messrs. J. R. Ellicott, C. C. Pierce, J. H. McGraw and George Keegan.

After a conference lasting three days, an agreement was reached between the Denver people and the representatives of our Associations, and it was decided that the 1909 convention should be held in Denver.

At the January meeting of the executive committee the secretary, because of his desire to enter into other business relations, tendered his resignation to take effect on that date, or as soon thereafter as would be practicable from the standpoint of the Association work. By vote of the executive committee this matter was left to the president and vice-presidents of the Association, and an arrangement was made at that time whereby the present secretary would devote such a portion of his time as might be necessary to the Association work until his successor was appointed and installed in office. The thought then was that this would be but a temporary condition of affairs lasting two or three months at the most, but no change was made up to the close of the fiscal year. While the Association work has been carried along in a most excellent and effective manner during the past seven months, the results obtained have been due in large measure to the great amount of time and thought devoted to this work by President Shaw, personally, and to the untiring efforts and most loyal support which the secretary has received at all times from Mr. H. C. Donecker, the office manager of the Association. While such an arrangement might be temporarily effective, and even over a period of several months, it is essential to the welfare of the Association that, with the beginning of the new year, a

secretary and treasurer be appointed who will devote his entire time and energy to its work.

In addition to the various important features of the Association work of the past year, some of which have been previously mentioned, and others of which are considered in the address of the president, may be mentioned the many important committee meetings which the American Association and its affiliated associations have held at various times during the year, a number of them at the New York headquarters. The results of the work of these committees are shown in the many valuable reports which will be presented at the different sessions of the various conventions this week.

In the following pages of this report will be found complete information concerning the present status of both active and associate membership and the financial statement showing the receipts and expenditures for the period from October 1, 1908, to September 24, 1909, both inclusive. A supplemental report will be presented at the convention by the secretary, covering the last six days of the fiscal year.

ASSOCIATE MEMBERS WHO PAID 1909 DUES DURING THE FISCAL YEAR ENDED SEPTEMBER 30, 1909.

Fred H. Abbott.....Houghton, Mich.
W. J. Achelpohl.....Peoria, Ill.
†E. O. Ackerman.....Columbus, O.
H. H. Adams.....New York, N. Y
†T. S. Adams.....Elizabeth, N. J.
†E. L. Adreon.....St. Louis, Mo.
†M. E. Ailes.....Washington, D. C.
Chas. A. Alden.....Steelton, Pa.
C. Loomis Allen.....Utica, N. Y.
†Azel Ames .....New York, N. Y.
†John McE. Ames.....New York, N. Y.
†Edw. H. Anderson.....Schenectady, N. Y.
†Henry W. Anderson.....Richmond, Va.
Jas. D. Andrew.....Boston, Mass.
†C. B. Andrews.....Highbridge, N. J.
Victor Angerer.....Philadelphia, Pa.
†J. R. C. Armstrong.....New York, N. Y.
Frank L. Arnold.....New York, N. Y.
Sydney W. Ashe.....Brooklyn, N. Y.
Lewis R. Ashhurst, Jr.....Philadelphia, Pa.
†James S. Ashworth.....Cuyahoga Falls, O.
William Ashton .....Salt Lake City, Utah.
†Fred Atwater .....Bridgeport, Conn.
†George E. Austin.....New York, N. Y.
†F. W. Bacon.....Edgewater, N. J.
†C. G. Bacon, Jr.....Pittsburg, Pa.
*J. S. Badger.....Brisbane, Australia.

†Harry E. Baer.....New York, N. Y.
†F. A. Bailey.....Camden, N. J.
J. W. Bailey.....Ogden, Utah.
*John L. Bailey.....Baltimore, Md.
C. F. Baker.....Newton, Mass.
Edwin H. Baker .....New York, N. Y.
†Sidney M. Bamberger.....Salt Lake City, Utah.
*Edward A. Barber.....York, Pa.
†F. A. Barbey.....Boston, Mass.
†Harry Barker .....New York, N. Y.
†George A. Barnes.....Franklin, Pa.
†Chas. E. Barry.....Schenectady, N. Y.
†J. G. Barry.....Schenectady, N. Y.
†G. W. Bartholomew.....Denver, Colo.
†W. S. Bartholomew.....Chicago, Ill.
John G. Baukat.....New York, N. Y.
W. Worth Bean.....Benton Harbor, Mich.
†Wm. Beaser, Jr. .....Cleveland, O.
†E. G. Beatty.....Franklin, Pa.
†C. B. Beckwith.....New York, N. Y.
†Robert E. Belknap .....Chicago, Ill.
†Charles J. Bell.....Washington, D. C.
†Chas. J. Bendt.....Charleston, S. C.
†John Benham .....Chicago, Ill.
†Charles N. Bennett.....Pittsburg, Pa.
†Theodore Beran .....New York, N. Y.
†Bertram Berry .....New York, N. Y.
*V. W. Berry.....Dallas, Tex.
†W. E. Berry.....New York, N. Y.
Chas. H. Bigelow .....Boston, Mass.
A. W. K. Billings.....New York, N. Y.
†J. L. Bird.....Toronto, Can.
†Chas. N. Black.....San Francisco, Cal.
Henry W. Blake.....New York, N. Y.
†Woodbury Blair .....Washington, D. C.
†E. B. Blandy.....New York, N. Y.
*Claude V. Bodell.....Salt Lake City, Utah.
F. F. Bodler.....San Francisco, Cal.
†Newton W. Bolen.....Hoboken, N. J.
†W. M. Bonar.....Leavenworth, Kan.
†James L. Bone.....Columbus, O.
†R. A. Bowden.....San Francisco, Cal.
†W. P. Bowman.....New York, N. Y.
James P. Boyden.....Boston, Mass.
Warren L. Boyer.....Kingston, N. Y.
*M. R. Boylan.....Newark, N. J.
Edward C. Boynton.....Newburgh, N. Y.

†John E. Bradley.....Worcester, Mass.
†Arthur W. Brady.....Anderson, Ind...
Daniel M. Brady.....New York, N. Y.
†H. Branson .....Philadelphia, Pa.
*J. F. Brauner.....Mt. Vernon, N. Y.
†J. A. Brett.....Cincinnati, O.
F. M. Brinckerhoff.....New York, N. Y.
H. M. Brinckerhoff.....New York, N. Y.
W. C. Broadhurst.....Brooklyn, N. Y.
†W. B. Brockway.....New York, N. Y.
†P. V. D. Brokaw.....St. Louis, Mo.
M. H. Bronsdon.....Providence, R. I.
†Percy M. Brotherhood.....New York, N. Y.
†R. M. Brower.....New York, N. Y.
F. H. Brown .....Pawtucket, R. I.
†H. N. Brown .....Philadelphia, Pa.
†H. W. Brown.....New York, N. Y.
*Harold P. Brown.....New York, N. Y.
†J. D. Brown.....Nashville, Tenn.
†Matthew C. Brush.....Buffalo, N. Y.
†Harold L. Bryant.....Newark, N. J.
§B. I. Budd.....Chicago, Ill.
†Thos. W. Budden.....Brooklyn, N. Y.
†J. G. Buehler.....Brooklyn, N. Y.
H. F. Burr.....Newark, N. J.
†H. J. Burt.....Denver, Colo.
Fred N. Bushnell.....Boston, Mass.
†George Cahill .....New Paltz, N. Y.
†J. F. Calderwood.....Brooklyn, N. Y.
F. C. Caldwell.....Columbus, O.
†Geo. H. Calkins.....Buffalo, N. Y.
†Fred C. Cameron.....Corning, N. Y.
A. D. Campbell.....Seattle, Wash.
†Willard L. Candee.....New York, N. Y.
†W. Gibson Carey.....Schenectady, N. Y.
†Frank D. Carney.....Steelton, Pa.
†Robert F. Carr.....Chicago, Ill.
†L. T. Carter.....New York, N. Y.
D. F. Carver.....Brooklyn, N. Y.
F. E. Case.....Schenectady, N. Y.
†J. R. Case.....Newark, N. J.
†T. W. Casey.....New York, N. Y.
†Chas. C. Castle.....New York, N. Y.
†E. G. Chamberlin.....New York, N. Y.
†Percy M. Chandler.....Philadelphia, Pa.
†Edward H. Chapin.....New York, N. Y.
*T. C. Cherry.....Utica, N. Y.

†W. T. Cherry.....Atlantic City, N. J.
†J. Chilberg .....Denver, Colo.
St. John Chilton.....Milwaukee, Wis.
†Andrew Christianson .....Butler, Pa.
†Walter Chur .....New York, N. Y.
Geo. E. Claflin.....Boston, Mass.
Harold W. Clapp.....New York, N. Y.
A. Tennyson Clark.....Baltimore, Md.
†Charles H. Clark.....Roslyn, N. Y.
Charles S. Clark.....Boston, Mass.
†H. P. Clarke.....New York, N. Y.
†W. C. Clarke.....Wickford, R. I.
†Wm. J. Clark.....New York, N. Y.
†Walter G. Clayton .....Brooklyn, N. Y.
Howard A. Cleaver.....Milwaukee, Wis.
†P. A. Clerkin.....Jersey City, N. J.
*F. H. Clinton.....Anaconda, Mont.
*W. H. Coe Manufacturing Co.....Providence, R. I.
S. M. Coffin.....Mobile, Ala.
†George M. Cole.....Plattsburgh, N. Y.
†Wm. W. Cole.....Philadelphia, Pa.
†Chas. H. Cole.....New York, N. Y.
Jilson J. Coleman.....New York, N. Y.
‡S. W. Coleman .....Santa Cruz, Cal.
Barron G. Collier .....New York, N. Y.
†H. M. Colton .....Williamsport, Pa.
†C. F. Conn.....New York, N. Y.
†C. B. Connely.....Boston, Mass.
†E. G. Connette.....Worcester, Mass.
†A. B. Conover.....Chicago, Ill.
†John T. Conway.....Brockton, Mass.
†W. L. Conwell.....New York, N. Y.
†C. S. Cook .....East Pittsburg, Pa.
Paul Cook .....Troy, N. Y.
†F. H. Coolidge.....Atlanta, Ga.
†Thomas Cooper .....Philadelphia, Pa.
†W. Cooper .....East Pittsburg, Pa.
John W. Corning.....Boston, Mass.
†William G. Cory.....New York, N. Y.
†N. C. Cotabish .....Cleveland, O.
†Henry E. Cozzens.....New York, N. Y.
†P. P. Crafts.....Clinton, Iowa.
†E. A. Craig.....Pittsburg, Pa.
†J. A. Cranston.....Schenectady, N. Y.
*S. W. Crawford.....St. Louis, Mo.
†J. B. Crawford.....Fort Wayne, Ind.
L. P. Crecelius.....Cleveland, O.

†C. T. Crocker.....Philadelphia, Pa.
†Charles H. Cross.....Chicago, Ill.
†Thomas A. Cross.....Baltimore, Md.
T. E. Crossman.....Brooklyn, N. Y.
†R. C. Cunningham .....Philadelphia, Pa.
†Frank Dabney .....Seattle, Wash.
H. E. Dalton.....Boise, Idaho.
†Edward Dana .....Boston, Mass.
†R. K. Dana.....New York, N. Y.
R. E. Danforth.....Newark, N. J.
†C. A. Daniel.....Philadelphia, Pa.
†Jesse M. Darke.....West Lynn, Mass.
†H. P. Davis.....East Pittsburg, Pa.
†J. L. Davis.....East Pittsburg, Pa.
†Edwin G. Davis.....New York, N. Y.
†G. L. L. Davis.....New York, N. Y.
†H. A. Davis.....Nashville, Tenn.
†Floyd Davison .....Franklin, Pa.
†Louis Y. Dawson.....Charleston, S. C.
Luther Dean.....Taunton, Mass.
†L. J. De Lamarter.....Grand Rapids, Mich.
†Chas. F. Denton.....San Juan, Porto Rico.
†J. H. Derby.....New York, N. Y.
*Harry De Steese.....New York, N. Y.
Francis H. Dewey.....Worcester, Mass.
†L. R. Dewey.....Chicago, Ill.
†E. H. Dewson .....New York, N. Y.
Chas. H. Dey, Jr.....Boston, Mass.
William A. Dibbs.....New York, N. Y.
James Dickie .....Boston, Mass.
†J. R. Dickie.....Philadelphia, Pa.
†W. H. Dixon .....Sheffield, Eng.
†Wm. C. Dodd.....Newark, N. J.
†Henry Donovan .....Auburn, N. Y.
†C. H. Dorland.....New York, N. Y.
†Clark Doty .....Somerville, Mass.
†H. J. Douds.....New York, N. Y.
†J. W. Dougherty.....Steelton, Pa.
†Lewis W. Downes.....Providence, R. I.
J. S. Doyle .....New York, N. Y.
†L. J. Drake, Jr.....Indianapolis, Ind.
†Walter A. Draper.....Cincinnati, O.
†H. V. Drown.....Newark, N. J.
†A. L. Drum & Co.....Chicago, Ill.
Edwin Duffey .....Cortland, N. Y.
†J. E. Duffy.....Syracuse, N. Y.
Jas. A. Duffy.....Pittsburg, Pa.

†F. C. Dunham.....New York, N. Y.
†Edward J. Dunne.....Newark, N. J.
†Henry C. Ebert.....Cincinnati, O.
†Eugene Eichel .....Berlin, Germany.
†Charles R. Ellicott.....New York, N. Y.
†Jas. R. Ellicott.....New York, N. Y.
†Clinton Ellicott .....New York, N. Y.
†Frank B. Ellis.....Philadelphia, Pa.
†F. A. Elmquist.....New York, N. Y.
Hon. W. Caryl Ely.....Buffalo, N. Y.
Van Horn Ely.....East Liverpool, O.
Geo. W. Emory.....Pittsburg, Pa.
†N. Emmons, Jr.....Dayton, O.
†A. H. Englund.....Philadelphia, Pa.
†E. B. Entwisle.....Johnstown, Pa.
†F. A. Estep.....Pittsburg, Pa.
†H. C. Evans.....New York, N. Y.
W. H. Evans.....Buffalo, N. Y.
†G. C. Ewing.....Boston, Mass.
†Albert C. Fairbanks.....Watertown, Mass.
C. B. Fairchild, Jr.....Chicago, Ill.
†Garry H. Falkenbury.....Nutley, N. J.
†Thomas Farmer, Jr.....New York, N. Y.
†J. S. Ferguson.....Denver, Colo.
M. J. Feron.....Chicago, Ill.
†Arthur W. Field.....Pittsburg, Pa.
*William W. Field.....Cambridge, Mass.
†O. J. Files.....Newburyport, Mass.
Henry A. Fiske .....Hartford, Conn.
†Charles S. Flagg.....Spokane, Wash.
†Joseph M. Flannery.....Pittsburg, Pa.
Harvey B. Fleming.....Chicago, Ill.
†A. O. Fletcher.....New Haven, Conn.
†George H. Ford.....New York, N. Y.
†Forsyth Bros. Co.....Chicago, Ill.
†S. L. Foster.....San Francisco, Cal.
†B. A. Frankel .....Syracuse, N. Y.
E. E. Franklin.....Salt Lake City, Utah.
Wallace Franklin .....Detroit, Mich.
W. H. Freedman.....Burlington, Vt.
†M. J. French.....Utica, N. Y.
†Francis E. Frothingham .....Boston, Mass.
†Emmet M. Fry .....Chicago, Ill.
†R. M. Fullerton.....Boston, Mass.
M. W. Gaines.....New York, N. Y.
†G. Gordon Gale.....Quebec, Can.
†John W. Gannon .....New York, N. Y.

†F. W. Gardiner.....New York, N. Y.
†Thomas B. Gay.....Norfolk, Va.
†O. C. Gayley.....New York, N. Y.
†F. J. Gerdon.....Utica, N. Y.
Wm. D. Gherky.....Philadelphia, Pa.
||L. T. Gibbs.....Baltimore, Md.
†E. H. Ginn.....Atlanta, Ga.
†J. C. Glair.....Buffalo, N. Y.
†Henry C. Glaze.....Denver, Colo.
†F. J. Goertner.....New York, N. Y.
Robert S. Goff.....Boston, Mass.
E. S. Goodrich.....Hartford, Conn.
†R. L. Gordon .....New York, N. Y.
†Frank L. Gordon.....Chicago, Ill.
†F. H. Gordon.....Elizabeth, N. J.
†H. R. Goshorn.....Philadelphia, Pa.
L. E. Gould.....Chicago, Ill.
†A. Douglas Gourd.....Montreal, Can.
Wm. G. Gove.....Brooklyn, N. Y.
†J. T. Gratiot.....Denver, Colo.
†George B. Graves.....Atlanta, Ga.
†W. C. Gray.....Seneca Falls, N. Y.
Alfred Green .....Brooklyn, N. Y.
Franklin C. Green, Jr.....Worcester, Mass.
†Frederick V. Green.....New York, N. Y.
†H. B. Green.....San Francisco, Cal.
†Robert C. Green.....New York, N. Y.
†E. A. Gregory.....Chattanooga, Tenn.
†H. G. Grier.....New York, N. Y.
†J. M. Griffin.....Detroit, Mich.
†George F. Griffin.....Chicago, Ill.
†C. J. Griffith.....Little Rock, Ark.
†Henry Gulick, Jr.....Pittsburg, Pa.
†John Haas .....Philadelphia, Pa.
†Alvin R. Hall.....Denver, Colo.
Frederick D. Hall.....Boston, Mass.
†George E. Hamilton .....Washington, D. C.
†Robert B. Hamilton.....Utica, N. Y.
†John Hanf .....Camden, N. J.
†J. A. Hanna.....Cleveland, Ohio.
†J. H. Hanna.....Washington, D. C.
†C. B. Hardin.....St. Louis, Mo.
C. Francis Harding.....Lafayette, Ind.
J. W. Harper.....Washington, D. C.
†R. H. Harper.....New York, N. Y.
†Gen. Geo. H. Harries.....Washington, D. C.
†Harro Harrsen .....Indianilla, Mexico.

†E. P. Hart.....Asheville, N. C.
†W. J. Harvie.....Utica, N. Y.
†Herbert D. Hawks.....New Haven, Conn.
†Cornell S. Hawley.....Albany, N. Y.
†Ross F. Hayes.....New York, N. Y.
†H. S. Hayward, Jr.....Elizabeth, N. J.
†Thos. T. Hazard, Jr.....Elizabeth, N. J.
Hugh Hazleton .....New York, N. Y.
†F. A. Healy.....Cincinnati, Ohio.
†James K. Hearn.....New York, N. Y.
†I. A. Hedendahl.....Denver, Colo.
Frank Hedley .....New York, N. Y.
†D. A. Hegarty.....Little Rock, Ark.
†B. A. Hegeman, Jr.....New York, N. Y.
†N. M. Hench.....Pittsburg, Pa.
F. V. Henshaw.....New York, N. Y.
†K. D. Hequembourg.....New York, N. Y.
A. B. Herrick.....Ridgewood, N. J.
†Q. W. Hershey.....Syracuse, N. Y.
†W. H. Heulings, Jr.....Philadelphia, Pa.
*L. Heynemann..... San Francisco, Cal.
Jas. Heywood.....Philadelphia, Pa.
†J. W. Hibbard.....New York, N. Y.
†C. C. Higgins.....Chicago, Ill.
John M. High.....New York, N. Y.
†F. W. Hild.....Havana, Cuba.
†G. H. Hill.....Schenectady, N. Y.
†Edward D. Hillman.....New York, N. Y.
†O. C. Hirtzel.....North East, Pa.
†Rodney Hitt .....New York, N. Y.
†C. H. Holbrook.....Plainfield, N. J.
L. L. Holladay .....Charlottesville, Va.
†George Holmes .....San Diego, Cal.
†Walton H. Holmes.....Kansas City, Mo.
Engelhorst W. Holst .....Boston, Mass.
†R. E. Holt.....Chattanooga, Tenn.
†P. J. Honold.....Syracuse, N. Y.
†L. O. Hooge.....Cincinnati, Ohio.
†K. S. Hoogslag.....Mexico, D. F.
†W. R. Hulbert.....New York, N. Y.
Wm. E. Humphreys.....Denver, Colo.
†C. B. Hunt.....Salem, Ohio.
†Joel Hurt .....Atlanta, Ga.
E. N. Hyde.....Philadelphia, Pa.
†J. L. Ingoldsby.....Brooklyn, N. Y.
†A. B. Ingram.....Toronto, Can.
†Chas. A. Ives.....Chicago, Ill.

Dugald C. Jackson.....Boston, Mass.
D. C. & W. B. Jackson.....Madison, Wis.
L. W. Jacques.....Ft. Wayne, Ind.
†B. L. James.....Denver, Colo.
†E. L. Janes.....New York, N. Y.
†John C. Jay, Jr.....New York, N. Y.
†W. J. Jeandron.....New York, N. Y.
†J. M. Joel.....Utica, N. Y.
†E. A. Johnston.....Salt Lake City, Utah.
†Homer C. Johnstone.....New York, N. Y.
†Chas. L. Jones.....Milwaukee, Wis.
Fred A. Jones.....Houston, Tex.
P. N. Jones.....Pittsburg, Pa.
W. J. Jones.....Austin, Tex.
Lars Jorgenson .....San Francisco, Cal.
†F. M. Jurdan .....Boston, Mass.
P. Junkersfeld .....Chicago, Ill.
Sydney E. Junkins.....New York, N. Y.
†John L. Kane .....Newark, N. J.
†Edwin B. Katte.....New York, N. Y.
†George Keegan .....New York, N. Y.
*C. B. Keiser.....New York, N. Y.
E. S. S. Keith.....Sagamore, Mass.
R. F. Kelker.....Chicago, Ill.
†Thomas C. Kelly.....Knoxville, Tenn.
†Wm. F. Kelly.....New York, N. Y.
G. H. Kelsay.....Anderson, Ind.
†E. A. Kendrick.....Buffalo, N. Y.
†H. J. Kenfield.....Chicago, Ill.
Henry R. Kent.....New York, N. Y.
†Jas. D. Kent.....Mt. Vernon, N. Y.
Walter C. Kerr.....New York, N. Y
*Wm. C. Kerr.....Philadelphia, Pa.
†W. R. Kerschner.....Allentown, Pa.
†F. O. Ketcham.....New York, N. Y.
†C. B. Keyes.....New York, N. Y.
†Wm. F. Keyes.....New York, N. Y.
†S. B. Keys.....Trenton, N. J.
G. C. Killeen.....Brooklyn, N. Y.
Geo. A. Kimball.....Boston, Mass.
†Alvin S. King.....Pittsburg, Pa.
†Charles A. King.....Baltimore, Md.
†Clarence P. King.....Philadelphia, Pa.
J. M. King.....Danville, Va.
R. W. King.....Washington, D. C.
†Edward B. Kirk.....Kennebunk, Me.
†H. N. Kittson.....Toronto, Can.

†Louis A. Kling.....Elizabeth, N. J.
†C. K. Knickerbocker.....Chicago, Ill.
†F. H. Knox.....Spartanburg, S. C.
†Chas. O. Kruger.....Philadelphia, Pa.
†Henry J. Kuhn.....Newark, N. J.
†Jas. B. Lackey.....New York, N. Y.
†Laclede Christy Clay Products Co....St. Louis, Mo.
Edwin N. Lake.....St. Louis, Mo.
†John J. Lane.....Boston, Mass.
Albion E. Lang.....Toledo, Ohio.
†John Langan.....New York, N. Y.
†E. L. Langworthy.....Philadelphia, Pa.
J. M. Larned.....Pittsburg, Pa.
*Harry N. Latey.....New York, N. Y.
†George R. Law.....Boston, Mass.
†Thos. J. Lawler.....Detroit, Mich.
George Lawson.....Schenectady, N. Y.
†W. M. Lawyer.....New York, N. Y.
Hudson F. Layton.....Ben Avon, Pa.
†R. P. Leavitt.....Hudson, N. Y.
†W. B. Lee.....Hillburn, N. Y.
†W. H. Lee.....Indianapolis, Ind.
†Edward L. Leeds.....New York, N. Y.
†Thomas Lees.....Lowell, Mass.
†Jos. Leidenger.....Dayton, Ohio.
†Peter Leidenger.....Dayton, Ohio.
†James Leitch.....Toronto, Can.
†Daniel E. Lenahan.....New York, N. Y.
Chas. E. Lenhart.....Erie, Pa.
†E. J. Lenz.....Greenville, Miss.
†H. A. Leonhauser.....Baltimore, Md.
H. L. Libby.....Boston, Mass.
†Wm. A. Libkeman.....Chicago, Ill.
*Ray D. Lillibridge.....New York, N. Y.
F. H. Lincoln.....Philadelphia, Pa.
John Lindall.....Boston, Mass.
*H. B. Lingeman.....Brooklyn, N. Y.
*Chas. B. Lipphart.....York, Pa.
Norman Litchfield.....New York, N. Y.
†H. H. Littell.....Buffalo, N. Y.
†H. M. Littell.....Los Angeles, Cal.
†Arthur D. Little, Inc.....New York, N. Y.
†A. S. Littlefield.....Chicago, Ill.
†W. E. Livingston.....Grand Rapids, Mich.
†J. H. Livsey.....Detroit, Mich.
Melvin M. Lloyd.....East St. Louis, Ill.
†Wm. W. Lobdell.....Wilmington, Del.

†Harry B. Logan.....New York, N. Y.
†R. D. Long.....Muskogee, Okla.
†George Long .....Cleveland, Ohio.
||E. G. Long.....New York, N. Y.
E. A. Longmire.....Norfolk, Va.
Bruce E. Loomis.....New York, N. Y.
Chas. A. Lory.....Ft. Collins, Col.
†John Loughrey.....Philadelphia, Pa.
†T. J. Loughrey.....Philadelphia, Pa.
†Wm. A. Love.....Brooklyn, N. Y.
†Frederic F. Low.....Boston, Mass.
†G. C. Lucas.....Cleveland, Ohio.
†T. H. Lumsden.....New York, N. Y.
*Henry R. Luther.....Cambridge, Mass.
†W. R. Lyall.....Boston, Mass.
†Frank D. Lyman.....Montreal, Can.
†L. E. Lynde.....Merrimac, Mass.
*Geo. H. Lyne.....Henderson, Ky.
Wm. A. Lynn.....San José, Cal.
†W. H. MacAlister.....Cincinnati, Ohio.
W. H. McAloney.....Denver, Col.
†A. E. McBee.....New York, N. Y.
†Thos. N. McCarter.....Newark, N. J.
William McClellan.....New York, N. Y.
†E. H. McCloud.....Columbus, Ohio.
†R. B. McConney.....Denver, Col.
†G. G. MacCracken.....New York, N. Y.
†L. A. McCoubrie.....Philadelphia, Pa.
†Robert McCoubrie.....Philadelphia, Pa.
†Duncan McDonald .....Montreal, Quebec.
†R. E. McDougall.....Utica, N. Y.
†W. S. McGowan.....New York, N. Y.
James H. McGraw.....New York, N. Y.
†William D. MacKeen.....Camden, N. J.
*J. E. McLain.....Canton, Ohio.
*R. K. McMaster.....Ann Arbor, Mich.
*J. G. McMichael.....Chicago, Ill.
J. C. McNally.....Kenosha, Wis.
†J. S. McWhirter.....New York, N. Y.
†W. A. McWhorter.....Birmingham, Ala.
†Romaine Mace .....New York, N. Y.
†Thos. F. Mackell.....Philadelphia, Pa.
†J. J. Mahony.....New York, N. Y.
C. O. Mailloux.....New York, N. Y.
M. E. Major.....Nanticoke, Pa.
†M. Mannix .....Philadelphia, Pa.
†George T. Manson.....New York, N. Y.

Clarence R. Manzer.....Chicago, Ill.
†J. L. Markel.....Philadelphia, Pa.
†Alden P. Marsh.....Boston, Mass.
†H. C. Marsh.....Cincinnati, Ohio.
†William Marshall .....Newark, N. J.
F. D. Martin.....Fort Scott, Kan.
†H. F. Martin.....Philadelphia, Pa.
†Lewis G. Martin.....New York, N. Y.
†T. C. Martin.....New York, N. Y.
†Stephen C. Mason.....Pittsburgh, Pa.
†H. C. Mason.....Cambridge, Mass.
†Arthur Masters .....New York, N. Y.
Milford T. Masters.....Boston, Mass.
†T. M. May.....New York, N. Y.
†M. J. Maxwell.....New Brighton, Pa.
†Joseph Maycock.....New York, N. Y.
†Chas. J. Mayer.....Philadelphia, Pa.
†Richard W. Meade.....New York, N. Y.
†Wesley Meeteer .....New York, N. Y.
†S. A. Megeath.....New York, N. Y.
Charles H. Merz.....London, Eng.
†Carl Metterhausen .....Chicago, Ill.
†LeRoy G. Miller.....Franklin, Pa.
P. E. Mitchel.....Birmingham, Ala.
†H. L. Monroe.....Chicago, Ill.
†A. F. Moody.....Salt Lake City, Utah.
†R. E. Moore.....Philadelphia, Pa.
F. Morrill .....Washington, D. C.
†Elmer P. Morris.....New York, N. Y.
†Ray Morris.....New York, N. Y.
†B. P. Morse.....Denver, Col.
J. Russell Morse.....Tacoma, Wash.
†George L. Morton.....Wilmington, N. C.
†Charles T. Mosman.....Boston, Mass.
S. W. Mower.....London, Can.
†James G. Mowry.....Newark, N. J.
†T. F. Mullaney.....New York, N. Y.
T. J. Mullen.....New York, N. Y.
E. T. Munger.....New York, N. Y.
Chas. Munsen .....Cedar Rapids, Iowa.
†John J. Murphy.....Newark, N. J.
John Z. Murphy.....Chicago, Ill.
*R. M. Murray.....Warsaw, Ind.
†G. O. Nagle.....Wheeling, W. Va.
John Crosby Neely.....Chicago, Ill.
†S. S. Neff.....Atlantic City, N. J.

†F. M. Nellis.....Boston, Mass.
A. F. Nesbit.....Durham, N. H.
†New England Electric Co.....Denver, Col.
A. A. Newman.....Chicago, Ill.
†Frederic Nicholas .....New York, N. Y.
H. B. Nichols.....Philadelphia, Pa.
†John J. Nicholson.....Newark, N. J.
†Peter C. Nickel.....New York, N. Y.
†Clarence F. Norment.....Washington, D. C.
Henry H. Norris.....Ithaca, N. Y.
Hiland B. Noyes.....Omaha, Neb.
†H. E. Oesterreich.....New York, N. Y.
†J. F. Ohmer.....Dayton, Ohio.
†A. F. Old.....New York, N. Y.
Edwin W. Olds.....Milwaukee, Wis.
†R. G. Oliver.....Philadelphia, Pa.
†Chas. S. Onderdonk.....Denver, Col.
†James O'Shea, Jr.....New York, N. Y.
F. B. H. Paine.....Buffalo, N. Y.
†Waldo G. Paine.....Spokane, Wash.
*E. A. Palmer.....Newark, N. J.
Louis H. Palmer.....New York, N. Y.
†J. H. Pardee.....New York, N. Y.
†R. H. Parker.....Atlantic City, N. J.
†Warren Partridge.....Springfield, Ill.
†Arthur S. Partridge.....St. Louis, Mo.
†Herbert A. Pasho.....Charlestown, Mass.
†T. W. Passailaigue.....Charleston, S. C.
†A. J. Passino.....Jersey City, N. J.
A. Patterson .....New York, N. Y.
†H. L. Patterson.....Youngstown, Ohio.
†G. J. A. Paul.....Youngstown, Ohio.
†D. L. Paulis.....Brooklyn, N. Y.
Walter A. Pearson.....Niagara Falls, Ont.
†Henry Pearson .....Brightwood, Mass.
†Lewis A. Pease.....Highwood, Ill.
†George K. Pegram .....New York, N. Y.
†Chas. C. Peirce.....Boston, Mass.
G. E. Pellissier .....New York, N. Y.
†C. D. Pettis.....Chicago, Ill.
†W. B. Pickering.....Sheffield, Eng.
†P. A. Pitcher.....Dallas, Texas.
Hylon Theron Plumb.....Lafayette, Ind.
†A. M. Plummer.....Westville, N. J.
*William B. Poland.....Manila, P. I.
†Wm. Anderson Polk.....New York, N. Y.
*Robert Thomas Pollock.....Ashland, Mass.

‡E. R. Pool.....Denver, Colo.
†E. A. Porter.....Souderton, Pa.
||†A. V. Porter .....New York, N. Y.
†J. W. Porter.....Chicago, Ill.
A. E. Potter.....Providence, R. I.
E. E. Potter.....Seattle, Wash.
†W. B. Potter.....Schenectady, N. Y.
†R. R. Potter.....Hoboken, N. J.
†W. G. Price.....New Castle, Pa.
†E. D. Priest.....Schenectady, N. Y.
†A. J. Purinton.....Kendallville, Ind.
†G. E. Quinan.....Tacoma, Wash.
†Geo. L. Radcliffe.....Schenectady, N. Y.
E. B. Ransom.....Lincoln, Neb.
†L. Rasmusson .....New York, N. Y.
R. C. Reagan..... .....Houston, Tex.
†Chas. A. Record.....Boston, Mass.
†L. N. Reed.....Boston, Mass.
W. Boardman Reed.....New York, N. Y.
†W. F. Reeves.....New York, N. Y.
†J. J. Regan.....Schenectady, N. Y.
†C. W. Regester.....Chicago. Ill.
Chas. F. Reid.....Pleasantville. N. J.
†Otto C. Reinecke.....New York, N. Y.
†C. Remelius .....Newark, N. J.
†F. M. Remington.....New York, N. Y.
†J. V. W. Reynders.....Steelton, Pa.
†J. B. F. Reynolds.....Denver, Colo.
†Frederic G. A. Rice.....Long Island City, N. Y.
J. W. Rich.....Ballstar, Va.
†C. L. Richards.....Albany, N. Y.
Albert S. Richey.....Worcester, Mass.
†William R. Ricker.....Newark, N. J.
Daniel Riedel, Jr.....Norwood, Ohio.
Antoine R. Rivet.....St. Louis, Mo.
†Frank A. Robbins, Jr.....Steelton, Pa.
§E. P. Roberts.....Cleveland, Ohio.
C. H. Robertson.....Richmond, Cal.
†Philip W. Robertson.....New York, N. Y.
†F. George Robinson.....New York, N. Y.
John A. Rogan.....Pittsburg, Pa.
†G. T. Rogers.....Binghamton, N. Y
†J. A. Roosevelt.....San Antonio, Texas.
*George D. Rosenthal.....St. Louis, Mo.
†Eugene P. Roundey.....Syracuse, N. Y.
Geo. C. Royce.....West Toronto, Ont.
†A. P. Ruggles.....Cleveland, Ohio.

†H. A. Russell.....San Francisco, Cal.
†Dr. Francis J. Ryan.....Syracuse, N. Y.
Harris J. Ryan.....Stanford University, Cal.
Eitaro Sakuma .....Tokio, Japan.
†Frank Samuelson .....New York, N. Y.
Sanderson & Porter.....New York, N. Y.
†F. W. Sargent.....Mahwah, N. J.
†C. E. Schauffler.....Chicago, Ill.
†F. C. Schmidt.....Columbus, Ohio.
Martin Schreiber .....Newark, N. J.
†Carl Schwartz .....New York, N. Y.
Arthur C. Scott.....Austin, Texas.
†E. J. Searles.....Philadelphia, Pa.
†Albert Sechrist .....Denver, Colo.
†Geo. F. Seibel.....Taunton, Mass.
†C. S. Sergeant.....Boston, Mass.
George C. Shaad.....Lawrence, Kan.
†E. W. Sharp.....New York, N. Y.
†T. H. Shaughnessy.....New York, N. Y.
Edward P. Shaw, Jr.....South Framingham, Mass.
Jas. F. Shaw.....Boston, Mass.
Percy S. Sheardown.....Dublin, Ireland.
†Harry W. Sheldon.....New York, N. Y.
†Louis A. Shepard.....Newark, N. J.
†F. H. Shepard.....New York, N. Y.
I. De Young Shipper.....Philadelphia, Pa.
†E. O. Shryock.....Meadville, Pa.
†Geo. M. Sibley.....Denver, Colo.
†E. A. Simmons.....New York, N. Y.
Fred G. Simmons.....Milwaukee, Wis.
†Major R. D. Simms.....Washington, D. C.
†J. J. Sinclair .....New York, N. Y.
†J. L. Single.....New York, N. Y.
†A. H. Sisson.....Chicago, Ill.
§F. R. Slater.....New York, N. Y.
†E. B. Smith.....New York, N. Y.
†F. E. Smith.....Chicago, Ill.
G. J. Smith.....Kansas City, Mo.
†George J. Smith.....Chicago, Ill.
†James V. Smith.....Franklin, Pa.
†L. L. Smith.....Highwood, Ill.
†Sylvester D. Smith.....New York. N. Y.
*Smith, W. F.....Chicago, Ill.
†L. H. Snyder.....Jersey City, N. J.
†J. E. Southwell.....Boston, Mass.
†Edw. M. Sparhawk.....Denver, Colo.
†G. W. Spear.....New York, N. Y.

†Lewis R. Speare.....Boston, Mass.
†J. S. Speer.....St. Mary's, Pa.
H. N. Sporborg .....Rugby, England.
†C. E. Sprague.....Boston, Mass.
†Henry N. Staats.....Cleveland, Ohio.
†R. M. Standish.....New York, N. Y.
†Vincent C. Stanley .....New York, N. Y.
†A. H. Stanley.....London, England.
†George Stanton .....Cleveland, Ohio.
†William H. Staub.....Baltimore, Md.
†Eckley H. Stearns.....New York, N. Y.
†Theodore Stebbins .....New York, N. Y.
†J. H. Stedman.....Dayton, Ohio.
†Dana Stevens .....Cincinnati, Ohio.
†A. A. Stevenson.....Philadelphia, Pa.
†Wm. H. Stevenson.....Chicago, Ill.
†W. O. Stieff.....Reading, Pa.
F. C. Stieler.....New York, N. Y.
†H. C. Stier.....East Pittsburg, Pa.
†Manning Stires .....McKeesport, Pa.
†Arthur B. Stitzer.....Philadelphia, Pa.
*Fred F. Stockwell.....Cambridge, Mass.
†R. C. Stoll.....Lexington, Ky.
†Frank J. Stone.....Boston, Mass.
Stone & Webster Eng. Corporation...Boston, Mass.
†N. W. Storer .....East Pittsburgh, Pa.
†L. S. Storrs.....Springfield, Mass.
†H. G. Stott .....New York, N. Y.
†James B. Strong.....Hillburn, N. Y.
M. H. Stumpf.....Madison, Wis.
W. I. Sturtevant.....Everett, Wash.
†E. Stütz .....New York, N. Y.
†Wm. B. Sullivan.....Reading, Pa.
‡Bernard V. Swenson.....New York, N. Y.
‡†Sydney O. Swenson.....Detroit, Mich.
George B. Taylor.....Philadelphia, Pa.
W. T. Taylor.....London, England.
†Walter H. Taylor.....Norfolk, Va.
†R. P. Tell.....Milwaukee, Wis.
†W. J. Tharp .....Little Rock, Ark.
J. E. Thielson .....Providence, R. I.
†Charles H. Thomas.....Lexington, Pa.
*Frank Thompson.....Christchurch, New Zealand.
†James S. Thompson.....Chicago, Ill.
Samuel B. Thompson .....New York, N. Y.
†Ward Thoron .....Washington, D. C.
†G. Thyberg .....New York, N. Y.

†J. V. E. Titus .....Philadelphia, Pa.
†C. A. Tomlinson .....Staunton, Va.
E. R. Townsend .....Chicago, Ill.
†S. W. Trawick .....New York, N. Y.
†N. B. Trist .....Pittsburg, Pa.
†W. A. Trubee .....Bridgeport, Conn.
†George Truesdell .....Washington, D. C.
†S. B. Tuell .....Key West, Fla.
†Walter T. Turner .....Pittsburg, Pa.
†Chas. H. Turner .....Butler, Pa.
†Sterling G. Turner .....Atlanta, Ga.
Carl M. Vail .....New York, N. Y.
†W. T. Van Dorn .....Chicago, Ill.
†E. W. Van Houten.....New York, N. Y.
†T. Varney .....East Pittsburg, Pa.
†Wm. von Phul.....New Orleans, La.
†H. D. Vought.....New York, N. Y.
C. B. Voynow .....Philadelphia, Pa.
†S. I. Wailes .....New York, N. Y.
*James M. Wakeman .....New York, N. Y.
†Edwin M. Walker .....Muscatine, Iowa.
†John F. Wallace .....New York, N. Y.
H. Wallerstedt .....New York, N. Y.
†William J. Walsh .....Cleveland, Ohio.
†Wm. Wampler .....New York, N. Y.
Frank Wampler .....Newport, Ky.
*F. P. Warfield .....New York, N. Y.
†H. P. Waterman .....Denver, Colo.
†S. C. Watkins .....Atlanta, Ga.
†H. M. Watson .....Buffalo, N. Y.
†James F. Wattles .....Boston, Mass.
†W. D. Weaver .....New York, N. Y.
†Theodore J. Weber .....Grand Rapids, Mich.
†C. H. Weeks .....Salem, Ohio.
†H. E. Weeks .....Davenport, Iowa.
†J. F. Welborn .....Denver, Colo.
Geo. W. Wells .....Connellsville, Pa.
†Wm. P. Wescott.....New York, N. Y.
*The Western Lumber & Pole Co.....Denver, Colo.
Westinghouse, Church, Kerr & Co.....New York, N. Y.
A. H. Weston. .....Baltimore, Md.
†Frederick W. Weston.....New York, N. Y.
George Weston.....Chicago, Ill.
A. L. Whipple.....New York, N. Y.
†E. Edgar Whitaker.....New York, N. Y.
†A. S. White.....Cleveland, Ohio.
†E. P. White.....Asheville, N. C.

†J. G. White.....New York, N. Y.
J. G. White & Co.....New York, N. Y.
Martin White .....Newark, N. J.
†S. W. Whitmore.....Cleveland, Ohio.
† T. F. Wickham.....New York, N. Y.
†Stuart Wilder .....Ossining, N. Y.
†James R. Wiley.....Chicago, Ill.
†A. L. Wilkinson.....Mansfield, Ohio.
†Ben. Willard .....New Orleans, La.
†Edward M. Williams.....Cleveland, Ohio.
†H. S. Williams.....Utica, N. Y.
†T. W. Williams.....Schenectady, N. Y.
†A. M. Wilson.....Portland, Ore.
Chester P. Wilson.....Des Moines, Iowa.
†David H. Wilson, Jr.....Meadville, Pa.
†E. G. Wilson.....Franklin, Pa.
†Harold R. Wilson.....St. Louis, Mo.
Paul Winsor .....Boston, Mass.
†E. W. Winter.....Brooklyn, N. Y.
†P. Edward Wisch.....New York, N. Y.
†Woeber Carriage Co.....Denver, Colo.
†R. S. Wood.....New York, N. Y.
†C. V. Wood.....Springfield, Mass.
†F. T. Wood.....New York, N. Y.
†W. L. Wood, Jr.....Texarkana, Ark.
W. R. Woodard .....Tacoma, Wash.
†W. H. Woodin.....New York, N. Y.
‡E. C. Woodruff.....Decatur, Ill.
†A. H. Woodward.....Chicago, Ill.
†W. A. Woolford.....Baltimore, Md.
†Charles H. Wright.....Newark, N. J.
†E. J. Wright.....Utica, N. Y.
W. D. Wright.....Providence, R. I.
†W. H. Wright.....Schenectady, N. Y.
†W. B. Yereance.....South Orange, N. J.
†C. G. Young.....New York, N. Y.
†A. T. Young.....Cheyenne, Wyo.
†Le Grand Young, Jr.....Salt Lake City, Utah.
J. M. Yount.....New York, N. Y.

Total new members, 605

Grand total, 817.

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*Indicates that membership was taken out during the month of September 1909, and 1910 dues only have been paid.

†Indicates that membership was taken out during the fiscal year ended September 30, 1909.

‡Indicates member paid both the 1909 and the 1910 dues.

§Indicates reinstatement by payment of 1908 dues.

‖ Deceased.

DELINQUENT 1907-08 ASSOCIATE MEMBERS REINSTATED BY PAYMENT OF 1908 DUES DURING THE FISCAL YEAR ENDED SEPTEMBER 30, 1909.

B. I. Budd.....Chicago, Ill.
E. P. Roberts.....Cleveland, Ohio.
F. R. Slater.....New York, N. Y.
*J. F. H. Wyse..... Toronto, Canada.

*Delinquent.

Total	4
Delinquent	1
In good standing September 30, 1909.....	3

1907-08 ASSOCIATE MEMBERS WITH 1909 DUES UNPAID ON SEPTEMBER 30, 1909.

L. R. Acton.....Chicago, Ill.
Paul Anderson .....Kansas City, Mo.
Thomas K. Bell.....Philadelphia, Pa.
R. B. Blakeslee.....Du Bois, Pa.
T. C. Bosley.....Youngstown, Ohio.
C. H. Cox.....Lincoln, Neb.
F. M. Du Bois.....Syracuse, N. Y.
G. L. Enfors.....Fitchburg, Mass.
Howard Fravel .....Trenton, N. J.
Hugo Fuchs .....Budapest, Austria.
W. H. Gardiner, Jr.....New York, N. Y.
C. W. Gibbs.....Pittsburgh, Pa.
Bert Greenway .....New York, N. Y.
E. Gunter .....Oshkosh, Wis.
John Hamilton .....Boston, Mass.
Chas. T. Herrick.....Williamsport, Pa.
Garnet B. Holmes.....Wellington, New Zealand.
E. Sidney Lewis.....Philadelphia, Pa.
Howard O. Lewis.....Wickford, R. I.
W. J. McAllister.....Hershey, Pa.
A. G. McClure.....New York, N. Y.
Frank G. McMurrough.....Brooklyn, N. Y.
Chas. Madden .....Wheeling, W. Va.
Geo. F. Madden.....Toronto, Can.
C. H. Oberheide.....New York, N. Y.
K. Paul Watson.....Kansas City, Mo.
John W. L. Riegle.....Findlay, Ohio.
H. S. Schreiber.....Philadelphia, Pa.
E. T. Selig.....Mt. Vernon, Ohio.
John A. Stewart.....Cincinnati, Ohio.
G. E. Tracy.....Elyria, Ohio.
F. J. Venning.....Pittsburgh, Pa.

Total, 32.

ASSOCIATE MEMBERS WHO RESIGNED DURING THE FISCAL YEAR ENDED SEPTEMBER 30, 1909.

Geo. B. Dusinberre.....Cleveland, Ohio.
B. P. Legaré.....San Francisco, Cal.
L. T. Peck.....Honolulu, Hawaii.
William A. Pratt.....New York, N. Y.
Clement C. Smith.....Milwaukee, Wis.
C. E. Titzel.....Lancaster, Pa.
Willis Lyman Towne.....Amherst, Mass.
Hugh M. Wilson.....Chicago, Ill.
Total, 8.

RECAPITULATION OF ASSOCIATE MEMBERS, SEPTEMBER 30, 1909.

Associate members, October 1, 1908 (see 1908 Proceedings, Vol. 3, page 86)		249
Resigned	8	
1909 dues unpaid	32	
		40
Total 1908 members in good standing, September 30, 1909		209
Delinquent 1907-1908 associate members reinstated	4	
Delinquent 1909	1	
Delinquent 1907-1908 associate members reinstated in good standing		3
Total old associate members in good standing		212
New associate members		605
Total associate membership, September 30, 1909		817*

*The cash statement shows 815 payments of associate membership annual dues. This is made up as follows:

1909 dues from 1908 associate members in good standing, October 1, 1908	199**
1908 dues from old associate members delinquent at October 1, 1908	4
1909 dues from old associate members delinquent at October 1, 1908	3
1909 dues from new associate members	605
1910 dues paid by old members in addition to paying 1909 dues	4
Total payments of dues of all kinds	815

**The recapitulation shows 209 1908 members in good standing; ten of these paid 1909 dues in September, 1908, making 199 paid during this year.

ACTIVE MEMBERS IN GOOD STANDING, SEPTEMBER 30, 1909.

§Adrain Street Railway Co.
†Alabama City, Gadsden & Attala City Railway Co.
†Allegheny Valley Street Railway Co.
§Allen Street Railway Co.
Altoona & Logan Valley Electric Railway Co.
Asheville Electric Co.
§Astoria Electric Co.
Athens Electric Railway Co.
Atlantic Coast Electric Railroad Co.
*Atlantic Shore Line Railway Co.
Augusta & Aiken Railway Co.
Aurora, Elgin & Chicago Railroad Co.
Austin Electric Railway Co.
Bangor Railway & Electric Co.
Bartlesville Interurban Railway Co.
Bay City Traction & Electric Co.
Beaumont Traction Co.
Benton Harbor-St. Joe Railway & Light Co.
*Binghamton Railway Co.
Birmingham Railway, Light & Power Co.
†Bluestone Traction Co.
Boston & Maine Railroad Co.
Boston & Northern Street Railway Co.
Boston & Worcester Street Railway Co.
Boston Elevated Railway Co.
Bridgeton & Millville Traction Co.
†British Columbia Electric Railway Co.
Brockton & Plymouth Street Railway Co.
†Brooklyn Heights Railroad Co.
Bucks County Electric Railway Co.
Buffalo & Lake Erie Traction Co.
Buffalo, Lockport & Rochester Railway Co.
Burlington County Railway Co.
Butte Electric Railway Co.
Calumet & South Chicago Railway Co. (The).
Cape Breton Electric Co., Ltd.
Capital Traction Co.
†Carbon Transit Co.
*Cedar Rapids & Iowa City Railway & Light Co.
Cedar Rapids & Marion City Railway Co.
Central Pennsylvania Traction Co.
Charleston Consolidated Railway, Gas & Electric Co.
Charlotte Electric Railway, Light & Power Co.
Chattanooga Railways Co.
Chicago & Joliet Electric Railway Co.

Chicago & Milwaukee Electric Railroad Co.
Chicago City Railway Co.
†Chicago, Lake Shore & South Bend Railway.
Chicago Railways Co.
†Chicago, South Bend & Northern Indiana Railway Co.
Chillicothe Electric Railroad, Light & Power Co.
Choctaw Railway & Lighting Co.
Cincinnati Traction Co.
Citizens Electric Street Railway Co.
*Citizens Light & Transit Co.
Citizens Railway & Light Co.
†Citizens Traction Co.
Cleveland, Painesville & Eastern Railroad Co.
Cleveland, Southwestern & Columbus Railway Co.
§Clinton Street Railway Co.
Colorado Springs & Interurban Railway Co.
Columbus, Delaware & Marion Railway Co.
Columbus, New Albany & Johnstown Traction Co.
Columbus Railroad Co.
Columbus Railway & Light Co.
Concord, Maynard & Hudson Street Railway Co.
Conestoga Traction Co.
Dallas Consolidated Electric Street Railway Co.
Danbury & Bethel Street Railway Co.
Dayton & Troy Electric Railway Co.
Dayton & Xenia Transit Co.
Denison & Sherman Railway Co.
Denver City Tramway Co. (The).
Des Moines City Railway Co
Detroit United Railway.
Duluth Street Railway Co.
East Liverpool Traction & Light Co.
East Shore & Suburban Railway Co.
East St. Louis & Suburban Railway Co
Eastern Wisconsin Railway & Light Co.
Easton Transit Co.
Edwards Hotel & City Railroad Co.
Elgin & Belvidere Electric Co.
Elmira Water, Light & Railroad Co.
El Paso Electric Railway Co.
†El Reno Interurban Railway Co.
*Enid City Railway Co.
Erie Traction Co.
†Escanaba Traction Co.
*Evansville & Southern Indiana Traction Co.
Evansville Railways Co.
Everett Railway, Light & Water Co.

Exeter, Hampton & Amesbury Street Railway Co.
Fairmont & Clarksburg Traction Co.
†Fairmont & Mannington Railroad Co.
Fargo & Moorhead Street Railway Co.
Fishkill Electric Railway Co.
Fitchburg & Leominster Street Railway Co.
Fonda, Johnstown & Gloversville Railroad Co.
Ft. Smith Light & Traction Co.
Ft. Wayne & Springfield Railway Co.
Ft. Wayne & Wabash Valley Traction Co.
†Frederick & Middletown Railroad Co.
Fresno Traction Co.
Fries Manufacturing & Power Co.
†Galesburg & Kewanee Electric Railway Co.
Galveston Electric Co.
Gardiner, Westminster & Fitchburg Street Railway Co.
Georgia Railway & Electric Co.
†Grand Junction & Grand River Valley Railway Co. (The).
Grand Rapids, Holland & Chicago Railway Co.
Grand Rapids Railway Co.
†Granite City Railway Co.
Gray's Harbor Railway & Light Co.
†Great Falls & Old Dominion Railroad Co.
Great Falls Street Railway Co.
Green Bay Traction Co.
†Guthrie Railway Co.
†Halifax Electric Tramway Co., Ltd.
†Hanover & McSherrystown Street Railway Co.
Hartford & Springfield Street Railway Co.
Helena Light & Railway Co. (The).
Holyoke Street Railway Co.
†Honolulu Rapid Transit Co.
Houghton County Traction Co. (Houghton County Street Railway Co.).
Houston Electric Co.
§Hudson & Manhattan Railroad Co.
†Hutchinson Interurban Railway Co. (The).
Illinois Central Traction Co.
Indiana Union Traction Co.
§Indianapolis, Columbus & Southern Traction Co.
Indianapolis Traction & Terminal Co.
‡Interborough Rapid Transit Co.
†Inter-Mountain Railway Co.
Interurban Railway Co.
Iowa & Illinois Railway Co.
Jacksonville Electric Co.
Joliet & Southern Traction Co.

Joplin & Pittsburgh Railway Co.
†Kansas City-Western Railway Co. (The).
Kansas City Railway & Light Co.
Key West Electric Co. (The).
Kingston Consolidated Railroad Co.
Knoxville Railway & Light Co.
Kokomo, Marion & Western Traction Co.
*Lake Shore Electric Railway Co.
Laredo Electric & Railway Co.
†Las Vegas Transit Co. (The).
Lehigh Valley Transit Co.
†Lewistown & Reedsville Electric Railway Co.
Lexington Railway Co.
Little Rock Railway & Electric Co.
Lorraine Electric Railway Co. (The).
§Los Angeles Railway Co.
Louisville & Southern Indiana Traction Co.
Louisville Railway Co.
Lynchburg Traction & Light Co.
Mahoning & Shenango Railway & Light Co.
§Manchester Street Railway Co.
Manila Electric Railroad & Light Co.
Marquette County Gas & Electric Co.
Mason City & Clear Lake Railway Co.
Maysville Street Railroad & Transfer Co.
Memphis Street Railway Co. (The).
Menominee & Marinette Light & Traction Co.
Meridian Light & Railway Co.
Mexico Electric Tramways, Ltd.
Michigan United Railways Co.
||Middlesex & Boston Street Railway Co. (Newton Street Railway Co.).
Milford & Uxbridge Street Railway Co.
Millville Traction Co.
Minneapolis, St. Paul, Rochester & Dubuque Electric Traction Co.
Mobile Light & Railroad Co.
Monterey & Pacific Grove Railway Co. (Monterey County Gas & Electric Co.).
*Montgomery Traction Co. (The).
Montreal Street Railway Co.
§Morris County Traction Co.
§Muncie & Portland Traction Co.
Nahant & Lynn Street Railway Co.
Nashville Railway & Light Co.
Nashville Interurban Railway.
New Hampshire Electric Railways.
New Jersey & Hudson River Railway & Ferry Co.

New Orleans Railway & Light Co.
Newport News & Old Point Railway & Electric Co.
New York State Railways Co. (Rochester Railway Co.).
†Norfolk & Bristol Street Railway Co.
Norfolk & Portsmouth Traction Co.
Northampton Street Railway Co.
Northampton Traction Co.
Northern Cambria Street Railway Co.
Northern Colorado Power Co. (The).
*Northern Electric Railway Co. (Chico, Cal.).
Northern Electric Street Railway Co. (The). (Scranton, Pa.)
*Northern Illinois Light & Traction Co.
Northern Ohio Traction & Light Co.
Northern Texas Traction Co.
Ohio & Southern Traction Co. (The).
Ohio Electric Railway Co. (The).
Ohio River Electric Railway & Power Co.
Ohio Valley Electric Railway Co.
Oklahoma Railway Co.
†Old Colony Street Railway Co.
Olympia Light & Power Co.
Omaha & Council Bluffs Street Railway Co.
Omaha, Lincoln & Beatrice Railway Co.
†Ontario West Shore Railway Co.
Oregon Electric Railway Co.
Ottawa Electric Railway Co.
†Pacific Coast Railway Co.
*Pacific Traction Co.
Paducah Traction Co. (The).
Pensacola Electric Co.
People's Gas & Electric Co.
People's Railway Co. (The).
†Peoria Railway Terminal Co.
Peterboro Radial Railway Co. (The).
†Philadelphia & Easton Electric Railway Co.
Philadelphia Rapid Transit Co.
Philadelphia & West Chester Traction Co.
Pittsburgh & Butler Street Railway Co.
†Pittsburgh Railways Co.
Portland Railroad Co.
Portland Railway, Light & Power Co.
Pottsville Union Traction Co.
Poughkeepsie City & Wappinger's Falls Electric Railway Co.
Providence & Danielson Railway Co.
Public Service Railway Co.
Puebla Tramway, Light & Power Co.
Pueblo & Suburban Traction & Lighting Co.

Quincy Horse Railway & Carrying Co.
Richmond Light & Railroad Co.
Roanoke Railway & Electric Co.
Rockford & Interurban Railway Co.
Rock Island Southern Railroad Co.
*Rockland, Thomaston & Camden Street Railway Co.
†Sacramento Electric Gas & Railway Co.
Saginaw Valley Traction Co.
†Saint John Railway Co. (The).
St. Joseph Railway, Light, Heat & Power Co.
San Antonio Traction Co.
San Diego Electric Railway Co.
†San José Railway Co.
San Juan Light & Transit Co.
§Sao Paulo Tramway, Light & Power Co., Ltd. (The).
Savannah Electric Co.
Schenectady Railway Co.
†Schuykill & Dauphin Traction Co.
Scioto Valley Traction Co.
Scranton Railway Co.
Seattle Electric Co.
Sheboygan Light, Power & Railway Co.
Sioux City Service Co.
§Sioux Falls Traction System.
§Slate Belt Electric Street Railway Co.
South Shore Traction Co.
South-Western Traction Co.
†Southern Wisconsin Railway Co.
Southwest Missouri Railroad Co.
†Spartanburg Railway, Gas & Electric Co.
Spokane Traction Co.
Springfield Consolidated Railway Co.
Springfield Railway Co. (The).
Springfield Street Railway Co.
Springfield Traction Co.
Sterling, Dixon & Eastern Electric Railway Co.
Steubenville & East Liverpool Railway & Light Co.
§Sunbury & Selinsgrove Electric Street Railway Co.
†Syracuse & Suburban Railroad Co.
Syracuse, Lake Shore & Northern Railroad Co.
Syracuse Rapid Transit Railway Co.
Tacoma Railway & Power Co.
Tampa Electric Co.
Terre Haute, Indianapolis & Eastern Traction Co.
Texas Traction Co.
Tidewater Power Co.
Toledo & Chicago Interurban Railway Co.

Toledo Railways & Light Co.
Toledo Urban & Interurban Railway Co.
Topeka Railway Co.
Toronto Railway Co. (The).
†Trans-Ste. Mary's Traction Co.
Tri-City Railway Co.
Tri-State Traction Co.
Tucson Rapid Transit Co.
Twin City Rapid Transit Co.
†Twin State Gas & Electric Co.
Union Electric Co. (Dubuque).
§Union Light & Power Co.
Union Street Railway Co. (New Bedford).
†United Railroads of San Francisco.
United Railways & Electric Co. (Baltimore).
United Traction Co. (Albany, N. Y.).
United Traction Co. (Reading, Pa.).
Utah Light & Railway Co.
Utica & Mohawk Valley Railway Co.
Valley Traction Co.
¶Virginia Railway & Power Co.
†Washington, Alexandria & Mt. Vernon Railway Co.
Washington, Baltimore & Annapolis Electric Railway Co.
Washington Railway & Electric Co.
Washington Water Power Co. (The).
West Chester Street Railway Co.
West Penn Railways Co.
West Side Electric Street Railway Co.
Whatcom County Railway & Light Co.
Wheeling Traction Co.
Wilkes-Barre & Hazleton Railroad Co.
Wilkes-Barre & Wyoming Valley Traction Co. (The).
Williamsport Passenger Railway Co.
†Winnipeg Electric Railway Co.
Winona Railway & Light Co.
Worcester Consolidated Street Railway Co.
Yakima Valley Transportation Co.
York Railways Co.
Total, 315.

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*Reinstated by payment of 1908 dues.

†Indicates that the company became a member during the period October 1, 1908, and August 31, 1909.

‡Membership transferred from New York & Queens County Railway Co.

§Indicates that the company became a member during the month of September, 1909, and dues for 1909 are not required to be paid.

‖Membership transferred from Newton & Boston Street Railway Co.

¶Membership transferred from Richmond & Petersburg Electric Railway Co.

DELINQUENT 1907-1908 ACTIVE MEMBERS REINSTATED BY PAYMENT OF 1908 DUES.

Atlantic Shore Line Railway Co.
Binghamton Railway Co.
Cedar Rapids & Iowa City Railway & Light Co.
Citizens Light & Transit Co.
Enid City Railway Co.
Evansville & Southern Indiana Traction Co.
Lake Shore Electric Railway Co.
††Liberty & Jeffersonville Electric Railroad Co.
Montgomery Traction Co. (The).
Northern Electric Railway Co. (Chico, Cal.).
Northern Illinois Light & Traction Co.
Pacific Traction Co.
Rockland, Thomaston & Camden Street Railway Co.
††Twin City & Lake Superior Railway Co.

Total	14
Withdrawn	2
In good standing September 30, 1909	12

†Withdrawn.

1908 ACTIVE MEMBERS WITH 1909 DUES UNPAID, SEPTEMBER 30, 1909.

Dayton, Covington & Piqua Traction Co.
DeKalb-Sycamore & Interurban Traction Co.
Groton & Stonington Street Railway Co.
Ithaca Street Railway Co.
New York & Port Chester Railroad Co.
Rutland Railway, Light & Power Co.
Youngstown & Southern Railway Co.
Total, 11.

ACTIVE MEMBERS WHICH RESIGNED DURING FISCAL YEAR ENDED SEPTEMBER 30, 1909.

Anniston Electric & Gas Co.
Carolina Power & Light Co. (Raleigh Electric Co.)
Cleveland Electric Railway Co.
Connecticut Co. (The).
Farmington Street Railway Co.
International Railway Co.
*Liberty & Jeffersonville Electric Railway Co.
Long Island Consolidated Electric Cos.
Louisville & Eastern Railroad Co.
Milwaukee Electric Railway & Light Co. (The)

Rhode Island Co. (The).
San Bernardino Valley Traction Co. (The).
*Twin City & Lake Superior Railway Co.
United Railways Co. of St. Louis.
West Chester, Kennett & Wilmington Electric Railway Co.
Total, 15.

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*Reinstated by payment of 1908 dues.
Indianapolis, Columbus & Southern Traction Company, a delinquent 1907-1908 member, resigned during the fiscal year ended September 30, 1909.

ACTIVE MEMBERS ADMITTED DURING THE FISCAL YEAR ENDED SEPTEMBER 30, 1909.

§Adrian Street Railway Co.
Alabama City, Gadsden & Attalla Railway Co.
Allegheny Valley Street Railway Co. .
§Allen Street Railway Co.
§Astoria Electric Co.
Bluestone Traction Co.
British Columbia Electric Railway Co.
Brooklyn Heights Railroad Co.
Carbon Transit Co.
Chicago, Lake Shore & South Bend Railway.
Chicago, South Bend & Northern Indiana Railway Co.
Citizens Traction Co.
§Clinton Street Railway Co.
*Edmonton Electric Railway.
El Reno Interurban Railway Co.
Escanaba Traction Co.
Fairmont & Mannington Railroad Co.
Frederick & Middletown Railroad Co.
Galesburg & Kewanee Electric Railway Co.
Grand Junction & Grand River Valley Railway Co.
Granite City Railway Co.
Great Falls & Old Dominion Railroad Co.
Guthrie Railway Co.
Halifax Electric Tramway Co., Ltd.
Hanover & McSherrystown Street Railway Co.
Honolulu Rapid Transit Co.
§Hudson & Manhattan Railroad Co.
Hutchinson Interurban Railway Co. (The).
§Indianapolis, Columbus & Southern Traction Co.
Inter-Mountain Railway Co.
Kansas City-Western Railway Co. (The).
Las Vegas Transit Co. (The).
Lewistown & Reedsville Electric Railway Co.
§Los Angeles Railway Co.

§Manchester Street Railway Co.
*Monterey Railway, Light & Power Co.
§Morris County Traction Co.
§Muncie & Portland Traction Co.
*New Jersey Rapid Transit Co.
Norfolk & Bristol Street Railway Co.
§Northern Colorado Power Co. (The).
*Northwestern Corporation.
Old Colony Street Railway Co.
Ontario West Shore Railway.
Pacific Coast Railway Co.
Peoria Railway Terminal Co.
Philadelphia & Easton Electric Railway Co.
Pittsburgh Railways Co.
Sacramento Electric, Gas & Railway Co.
Saint John Railway Co. (The).
San José Railway Co.
§Sao Paulo Tramway, Light & Power Co., Ltd. (The).
Schuykill & Dauphin Traction Co.
§Sioux Falls Traction System.
§Slate Belt Electric Street Railway Co.
Southern Wisconsin Railway Co.
Spartanburg Railway, Gas & Electric Co.
§Sunbury & Selinsgrove Electric Street Railway Co.
Syracuse & Suburban Railroad Co.
Trans-Ste. Mary's Traction Co.
Twin State Gas & Electric Co.
§Union Light & Power Co.
United Railroads of San Francisco.
Washington, Alexandria & Mt. Vernon Railway Co.
Winnipeg Electric Railway Co.

Total	65
1909 dues unpaid	4
In good standing September 30, 1909	61

*Indicates that dues for 1909 have not been paid.
§Indicates that the company became a member during the month of September, 1909, and dues for 1909 are not required to be paid.

No. 104

RECAPITULATION OF ACTIVE MEMBERS.

September 30, 1909.

Active members, October 1, 1908		262
1909 dues unpaid	7	
Resigned	13	
		20
Total 1908 active membeers in good standing		242

Active members reinstated during the fiscal year ended September 30, 1909, by payment of 1908 dues	14	
Withdrawn	2	
Total reinstated active members in good standing		12
Total old active members in good standing		254
New active members admitted during the fiscal year ended September 30, 1909	65	
1909 dues unpaid	4	
New active members in good standing, September 30, 1909		61
Total active members in good standing, September 30, 1909		315

CASH STATEMENT.

Receipts.

(Period from October 1, 1908, to and including September 24, 1909.)

Cash in bank, October 1, 1908		$3,365.24
Engineering Association cash balance from secretary-treasurer	$ 0.62	
Admission fees	620.00	
Company annual dues	26,420.00	
Associate membership dues	4,025.00	
Interest on bank deposits	138.88	
Sale of annual reports	240.75	
Sale of rule books	47.00	
Sale of standard classification of accounts	46.40	
Sale of Associate Membership Badges	1,101.00	
Sale of pamphlet "The Fare Question"	69.05	
Sale of report of Standardization Committee	11.25	
Portion of cost of reporting conference of Committee on Interurban Rules paid by technical press	59.00	
Account location of convention in Denver, Col.	5,000.00	
Exchange	.90	
Receipts during period ending September 24, 1909		37,779.85
Total cash, including balance of October 1, 1908		$41,145.09

Expenditures.

(Period from October 1, 1908, to and including September 24, 1909.)

Salaries	$9,008.33
Printing and stationery	2,989.49
Postage	1,633.91
Miscellaneous office expenses	383.59

Rent of office	2,700.00
Telephone, telegraph and messenger	465.15
Express, freight and cartage	180.16
Traveling expenses, secretary	819.70
Traveling expenses, other committees	342.05
Miscellaneous general expenses	901.71
Associate membership badges	22.00
1908 convention	461.43
Annual Report, 1908	1,214.13
Furniture and equipment	449.45
Accountants' Association (a)	1,614.88
Engineering Association (b)	3,387.56
Claim Agents' Association (c)	1,271.74
Transportation and Traffic Association (d)	3,105.87
Total expenditures, period ended September 24, 1909	30,951.15

(a) Proportionate cost of 1908 proceedings and advance papers, $736.50; account of appropriation, $878.38.
(b) Proportionate cost of 1908 proceedings and advance papers, $1,717.98; account of appropriation, $1,669.58.
(c) Proportionate cost of 1908 proceedings and advance papers, $916.44; account of appropriation, $355.30.
(d) Proportionate cost of 1908 proceedings and advance papers, $1,437.80; account of appropriation, $1,668.07.

RECAPITULATION.

Cash on hand, October 1, 1908	$3,365.24
Receipts during period from October 1, 1908, to September 24, 1909	37,779.85
Total cash	$41,145.09
Expenditures during period from October 1, 1908, to September 24, 1909	30,951.15
Balance on hand September 24, 1909	$10,193.94

METROPOLITAN BANK.

NEW YORK, September 25, 1909.

American Street and Interurban Railway Association, New York City:

GENTLEMEN.—We beg to advise that at the close of business September 24, 1909, the balance to the credit of your Association on our books was $11,448.16.*

Yours very truly,

(Signed) A. C. CORBY, *Cashier.*

September 27, 1909.

To the Executive Committee of American Street and Interurban Railway Association:

GENTLEMEN.—I hereby certify that I have carefully audited the accounts of Bernard V. Swenson, treasurer of the Association, for the

*Deducting checks outstanding to the amount of $1,254.22, makes the correct balance of $10,193.94 as shown in cash statement.

period October 1, 1908, to September 24, 1909, both inclusive, and I have found the same correct.

The statements showing receipts for admission fees and annual dues from member companies and from associate members check with the books of the Association, and proper vouchers have been audited covering all expenditures.

(Signed) M. R. BOYLAN,
General Auditor, Public Service Railway Co., Newark, N. J.

Respectfully submitted,

(Signed) B. V. SWENSON,
Secretary-Treasurer.

SUPPLEMENTAL FINANCIAL STATEMENT COVERING FULL FISCAL YEAR ENDED SEPTEMBER 30, 1909.

Due to the early date at which the 1909 convention was held, it became necessary for the secretary-treasurer to present a report only for that portion of the fiscal year ended September 24, 1909, and the statement from the bank showing balance on hand, as well as the certification of the auditor, are as of September 24. Subsequent to this date and before October 1 there was placed in the treasury of the Association $486.60, and expenditures made amounting to $115.43. The following statement includes these latter items and presents a complete record of all financial transactions for the full fiscal year ended September 30, 1909. All other information shown in the secretary's report preceding has been developed to include the period between September 24 and 30 so that the figures of membership cover the full fiscal year. The financial statement amended as below was presented to the convention at Denver.

SUPPLEMENTAL CASH STATEMENT.

Receipts.

(For the fiscal year ended September 30, 1909.)

Cash in bank, October 1, 1908		$3,365.24
Engineering Association cash balance from secretary-treasurer	$ 0.62	
Admission fees	640.00	
Company annual dues	26,815.00	
Associate membership dues	4,075.00	
Interest on bank deposits	138.88	
Sale of annual reports	240.75	
Sale of rule books	47.00	
Sale of standard classification of accounts	47.00	
Sale of Associate Membership Badges	1,122.00	

Sale of pamphlet "The Fare Question"	$ 69.05	
Sale of report of Standardization Committee	11.25	
Portion of cost of reporting conference of Committee on Interurban Rules paid by technical press	59.00	
Account location of convention in Denver, Col.	5,000.00	
Exchange	.90	
Total receipts, fiscal year ended September 30, 1909		38,266.45
Total cash, including balance of October 1, 1908		$41,631.69

EXPENDITURES.

(For the fiscal year ended September 30, 1909.)

Salaries	$9,017.33
Printing and stationery	2,989.49
Postage	1,708.91
Miscellaneous office expenses	410.62
Rent of office	2,700.00
Telephone, telegraph and messenger	465.40
Express, freight and cartage	184.31
Traveling expenses, secretary	819.76
Traveling expenses, other committees	342.05
Miscellaneous general expenses	901.71
Associate membership badges	22.00
1908 convention	461.43
Annual Report, 1908	1,214.13
Furniture and equipment	449.45
Accountants' Association (a)	1,614.88
Engineering Association (b)	3,387.56
Claim Agents' Association (c)	1,271.74
Transportation and Traffic Association (d)	3,105.87
Total expenditures fiscal year ended September 30, 1909.	$31,066.58

RECAPITULATION.

Cash on hand October 1, 1908	$3,365.24
Receipts during fiscal year ended September 30, 1909	38,266.45
Total cash	$41,631.69
Expenditures during fiscal year ended September 30, 1909	31,066.58
Balance on hand September 30, 1909	$10,565.11

Respectfully submitted,

(Signed) B. V. SWENSON,

Secretary-Treasurer.

(On motion, duly seconded and carried, the report of the Secretary-Treasurer was approved and ordered to be printed in the annual proceedings.)

PRESIDENT SHAW:—Next in order on our program is the address of the president.

ADDRESS OF THE PRESIDENT.

Gentlemen of the Convention and Members of the Affiliated Associations:

The State of Colorado is famed for its natural resources, climate and scenery, and the center of its industries, its politics and its social life is its capital, the city of Denver, named for Gen. James W. Denver, first governor of the Territory of Kansas, of which Colorado was a part when the city was founded. Denver, in half a century, has grown from a frontier settlement to a beautiful and prosperous city of 225,000 inhabitants, with an area of 60 square miles and with 1200 miles of streets, many of which are magnificent boulevards interconnecting its 14 beautiful parks. The city has nearly 2500 factories, with annual payrolls of over $12,000,000, and 18 banks, with resources of $75,000,000. Seventeen great railroad systems enter the city, and 120 passenger trains arrive and depart every 24 hours. Much of the development of Denver may be ascribed to the fact that many of those who amass their fortunes in Colorado remain at home and spend their money there. This accounts, in a considerable degree, for the city's modern business district and beautiful residences, and its well-paved, clean and brilliantly illuminated streets.

On account of the great distance to Boston, no representative of the Denver City Railway Company, as it was then called, was present at the organization meeting of this Association in 1882, but the following abstract from a letter by L. C. Ellsworth, president of the company, was read at the organization meeting:

> If it were practicable, I should be glad to be present, but I hardly feel that I can see my way clear to meet with you. If I understand aright the objects of the Association, it has my hearty approval, and I shall be glad to do what little may lie in my power to advance its interests. I shall be glad to become a member of the Association, and trust that I may hear from you the result of the meeting.

The first annual report of the Association, however, shows that the Denver City Railway Company paid its initiation fee and dues, and by this act became a member of the Association on March 6, 1883, less than three months after the Association was formed, and it was represented at the first annual convention after the organization meeting, which convention was held in Chicago in October, 1883, by D. F. Longstreet, who was then a director of the company, and who, later, in 1892, when he was vice-president and general manager of the West End Street Railroad Company of Denver, was honored with the

3/11/36 Stres Cong in Brighton, 90 yrs of age (IX)

presidency of this Association. No better illustration of how faithfully the Denver street railway people have stood by the Association during this long period could be had than by the record of its representation at the annual conventions. Including the organization meeting and the present convention, there has been a total of 28 such meetings at which the Denver properties have been represented at all but seven I doubt very much, indeed, if any other street railway property can show a better record. Another fact which makes this record even more impressive is that it has been necessary for the delegates of this company in attendance at previous conventions to travel an average round-trip distance of nearly 3000 miles, and to several of the conventions the company has sent three, and even four, delegates. Surely the Denver City Tramway Company officials have earned the right to have a convention held in their own city. While Denver's record is undoubtedly unique, many of our other Western companies have constantly sent delegates to the conventions from very much greater distances, especially those companies located in Texas, California and the Pacific Northwest.

The center of gravity of the 27 annual meetings of this Association which have preceded the Denver convention lies about midway between the cities of Akron and Youngstown, Ohio, which is a distance of approximately 500 miles east of the Mississipi River. This is very close to the actual center, from a mileage standpoint, of that portion of the United States and Canada which lies east of the Mississippi River. Therefore we may say that, on the whole, the territory west of the Mississippi River has not been considered in the location of convention cities in the past. Those member companies located west of the Mississippi River have, for the past few years at least, constituted over 20 per cent of our total membership, and have contributed over 20 per cent of its annual revenue. Is it any wonder our Western member companies have had the feeling for several years past that we should hold a convention in the territory in which they are located, and is it any wonder that many Western companies have felt that the Association was not national in its character, but was dominated by the wishes of the companies lying far east of the Mississippi River? It was a careful consideration of such facts as the foregoing which led the Executive Committee, through its convention location committee, to decide upon Denver as the 1909 convention city. One of the determining factors was the opportunity that this would afford to the representatives of member companies to become familiar with the most excellent system of the Denver City Tramway Company, which is recognized as being one of the very best in the country, and which has many features of interest to the street railway fraternity at large, among which may be especially noted its very lightweight cars of distinctive design, all of which are built in Denver; its shops and yards, in which all special work for tracks is constructed, and its large and very complete storerooms for supplies.

Magnitude of the Electric Railway Business.

The majority of those who are engaged in the electric railway business are so much occupied with their various duties that they seldom, if ever, stop to consider its magnitude. In round numbers, there are 1250 operating street and interurban railway companies in this country, with a total of 35,000 miles of single track and 75,000 passenger cars. The total number of passengers carried annually is 10,000,000,000, and the gross annual income is $440,000,000. The total outstanding par value of stocks and bonds is nearly $4,000,000,000, and there are 225,000 salaried employes and wage earners engaged in the operation of these properties, who receive annually more than $150,000,000 in compensation for their services. In considering the magnitude of the street railway business there should also be taken into account the many millions of dollars invested in large and small manufacturing enterprises which supply the electric railways with their materials, and the many thousands of men who are directly and indirectly employed by these industrial concerns.

Important Events of the Past Year.

Financial and general business conditions have so important an influence on the traffic and earnings of electric railways that it is possible to emphasize with great satisfaction the improvement which has taken place in the last 12 months. Ordinarily, the business of street railways is stable, and is not affected in the same degree as are industrial properties by fluctuations in general conditions. Gross revenues, under circumstances which usually prevail, should show a fairly uniform rate of increase year after year. With a street railway that is fairly well established in a district where there is good diversity of business and a reasonable amount of pleasure traffic, a diminished rate of increase or the failure of the gross revenue to show any enhancement over the previous 12 months, represents all that would take place under panic conditions of the character through which this country has recently passed. In certain districts, however, where the traffic is dependent almost entirely upon the operation of large industrial plants, serious curtailment of revenue follows decreased industrial activity.

During the Association year which has just ended, substantial recovery from the effects of the panic of 1907 has been manifest in the earnings of many of the companies. The recuperative powers of the industries throughout all parts of the United States are so great that slight improvement grows quickly into substantial gains, and the traffic of street and interurban railways resumed rapidly the position which it should hold in a country that has greater business vigor and more promising prospects for development than any other known in the history of the world. The effect of reduced traffic was apparent not only in the revenues of the company but also in the enforced suspension of improvements resulting from decreased earnings and the inhospitable

attitude of the money market. The difficulties of borrowing funds at reasonable rates which were experienced in the year preceding that which has just closed were followed by accumulation of funds in banking centers, easy rates and an improving and eventually excellent market for bonds. This situation has permitted many companies to fund floating debts and has enabled resumption of improvements and extensions. The next logical step resulting from the present aspect of the business situation will be the creation and development on an extensive scale of plans for electric railway construction in all parts of the country where there are fair traffic prospects that it will be possible to establish such lines on a permanently successful basis.

A movement which will have profound effect upon the future of street and interurban railways is that which originated in Massachusetts for the adoption of needed increases in rates of fare. While the fixed rate of 5 cents which was adopted as standard for urban street railways in their early history was believed to be adequate compensation for the risks involved in the enterprise, it was found in later years that the public demand and progress of the art required improvements which added greatly to the capital cost of properties of this nature. With the substitution in some cases of cable railways for horse car lines, followed by another change when the desirability of electricity as a motive power was made plain, the original investment was increased several-fold. The effect of these changes, so far as the public was concerned, may be realized by comparison of the old types of cars and equipment with those which modern practice prescribes and recollection of the character of service formerly rendered. From a few main lines, serving only the districts where the most inviting density of traffic prevailed, the companies have increased their investments until in all large cities to-day they reach into the outlying suburban districts, where the population and resultant traffic are small. In recognition of the public demand, the railways have extended their lines, permitting settlement of outlying territory and decentralization of the population. Arising in part from the necessity of these changes and in part from recognition of the public convenience afforded, the transfer system has come. With the establishment of the transfers, there has been a steady dilution of the average rate of fare per passenger carried, resulting not only from the legitimate tender of transfers, but also from the illegal use and unjustified barter of this privilege which has been granted by the railway companies in many instances where they were not required by franchise conditions. High-speed interurban lines have also found increases in fares necessary to meet the larger expenses arising from greater costs of labor and material, and, in some instances, the failure of expected traffic to materialize. A general movement toward a rate of fare which shall be based more scientifically than has been the case in the past, upon the cost of operation, with allowances for unforeseen expenditures, is a just course for events to take.

Transfer evils

Present railway conditions may be improved in any one of three ways:

1. By increasing the present rates of fares.
2. By reducing the distances the passengers are carried under the present rates of fares.
3. By relieving the companies from certain forms of taxation, State or municipal requirements.

Recently, instead of being relieved, the corporation tax under the Payne tariff law of 1909 put an additional tax on our business. The constitutionality of this tax will be passed upon by the courts. Personally, I am opposed to such a tax, as it not only seems unjust to the corporations, but also to the owners of the capital stock, who are to suffer loss from their incomes, while the owners of bonds are relieved from any additional burden. While undoubtedly many will disagree with me, I believe the proposition to amend the Constitution by giving Congress power to levy a tax on incomes (at least in cases of emergency) is much more just, as it will reach those who are possessors of large incomes, and will not materially affect others.

The point I wish to particularly emphasize is that the corporation tax penalizes the pioneer or developer of enterprises whose holdings are represented by capital stock, and that it relieves from taxation the owner of the underlying securities upon which there is a minimum of risk.

The Cleveland situation is still somewhat chaotic, but continued injustice has been done during the year to the company which owns the street railway system in that city. The people of Cleveland have now rejected twice at referendum elections projects fathered by Mayor Johnson. The number of years spent in fruitless negotiations have been prolific of benefit to the political agitators concerned, but equally prolific of injustice to the owners of the property affected.

Public service commissions are now practically active forces in the management and operation of street and interurban railways in the States of New York and Wisconsin. Whether or not these commissions will follow the conservative course which has characterized the attitude of the Board of Railroad Commissioners in Massachusetts is a question which can be determined only in the future. Reasonable public regulation on the part of the State may produce conditions which will prevent repetition of the disgraceful contests which political agitators have been able to wage in some of the large cities in the country during the last few years, notably in Chicago and Cleveland. To be effective, permanently, regulation of this character must safeguard the interests of the corporation and its employes just as effectively as it protects those of the traveling public.

The important influence of rapid transit systems on city development is being realized in New York as never before. Hardly had the present subway been completed than its traffic capacity was taxed to

its uttermost. Since the initial trip, various improvements have been adopted by which the length of station stops has been reduced. This has proportionately increased the carrying capacity of the subway, but there has been no cessation of the demand for the development of further rapid transit routes, which seems as imperative as ever before. During the past year the Hudson & Manhattan Railroad, the most important as well as the longest subfluvian railway in the world, has been in operation, connecting the States of New York and New Jersey by four tunnels, and is the precursor of many other similar lines which will undoubtedly be laid under the Hudson River and other wide stretches of navigable waters.

No important trunk line railways have changed to electricity this year any portion of their suburban systems for which plans had not previously been made, but the officers of those companies which are now using electric power have expressed themselves as well satisfied with the service rendered. A new type of locomotive, differing from any used on the other trunk lines of this country, has been developed for the Pennsylvania Railroad tunnel, and several of the railroad companies in the Central and Far Western States are carefully considering the adoption of electric power for certain sections of their lines.

Each of the sectional and State Street Railway Associations has shown activity and growth, and several new associations, designed in some cases to foster the interests of all public utilities, have been organized in various parts of this country. This willingness to co-operate in the advancement of mutual interests is a healthy sign and one that should be encouraged. Our own organization and its affiliated and allied bodies have never before been in so good condition, and at no previous convention has there been such a volume of valuable reports and papers.

The Association in the Past.

As many of you know, the American Street Railway Association was organized in Boston on Dec. 13, 1882, by the representatives of 56 railway companies. This was in the old horse-car days, before the advent of cable traction, when all of the companies were small and located in the more important cities, there being no interurban railways of any kind. The Association continued to exist through a period of nearly 23 years, with a somewhat fluctuating membership and value to its member companies, although on the whole greatly increasing in its membership and its effectiveness over this portion of its life. At the 1905 convention its membership was composed of 183 companies in good standing, and it was recognized as an Association of great importance to the electric railway interests of the country. For two or three years previous to the 1905 convention much consideration was given to plans for reorganizing the Association and combining with it the accounting, engineering and claim departmental associations which

had been organized quite independently to carry on work in their respective branches.

During the three years after the reorganization in 1905 and immediately preceding the year just closed, the work done by the American Association and its various affiliated bodies fully demonstrated the wisdom of the reorganization. The bound volumes containing the reports of the various associations show the immense amount of work done during this time.

At the end of the first year the membership had increased to 200 companies, and 113 associate members had been added. At the end of the next year the company membership had increased to 227 and the associate membership to 128. At the close of last year the company membership was 262 and the associate membership 249. The revenue the first year was $22,800; second year, $24,700, and the revenue last year was $26,800.

The Work of the Year.

The Association work of the past year, like that of the three years immediately preceding, may be divided primarily into three parts:

1. That done by the committees of the American Association.
2. That done in the general office of the Association.
3. That done by the affiliated associations.

In addition to several special committees, the American Association has Committees on Subjects, Membership, Insurance, Education, Welfare of Employes, Compensation for Carrying United States Mail, Public Relations and Interstate Commerce Commission Affairs, all of which will present reports at the sessions of this convention. The members of these committees are all prominent in the electric railway business, and they have been selected for their peculiar fitness to serve on particular committees. They have devoted much time and thought to the work before them, and the reports which they will present should be fully discussed and given careful consideration.

Four years ago, when the New York office was first established, the office force consisted of the secretary, an assistant and a stenographer. Since then the work has increased so rapidly that at present there are eight people employed in the Association office, and even that number is not sufficient to accomplish the work, which must be done without the necessity of some or all of the office force working several hours overtime a large portion of the year. Some of the many duties which have devolved upon the New York office during the past year are the following: Between 15,000 and 20,000 first-class letters written, signed and mailed; distribution of 23,000 data sheets, 15,000 bulletins, 16,000 pamphlets, 6000 folders, 1000 classifications of accounts, 2500 city and interurban rule books, 900 copies of the engineering standards, 5700 volumes of annual proceedings of the various associations, 5000 copies of the convention advance papers, all of which were required to be

prepared for printing and proof-read; 12,500 convention bulletins, the sending out of blanks and forms to various member companies, nearly 1000 replies to requests for information from member companies, many of which required the preparation of special compilations, besides the routine work heretofore required of secretaries of the affiliated associations, all of which has been turned into the main office. In addition, the vigorous campaign for membership this year has naturally largely increased the work of the main office in the sending out of written communications and the working up and distribution of printed matter; and the resultant effects of this campaign, as shown in the large increase in both classes of membership, has also entailed a large amount of additional labor in the matter of written communications, distribution of literature, proceedings, etc.

I wish also to call attention to the very satisfactory increase in our active and associate membership during the past year. The active membership has been increased by 65 companies, and among these you will find some of the most prominent electric railways of the country. The enrollment of associates has during the present year been increased from 249 members to 817. This result has been brought about by various means, as, in addition to the work of the membership committee, thousands of written and printed communications, folders, etc., have been distributed in an endeavor to awaken that interest among individuals which is so necessary if our Association is to do the full good of which it is capable. You will recall that at the 1908 convention there was adopted an official badge or pin emblematic of our associate membership. The first lot of these pins was distributed toward the latter part of January last. The success of the pin was immediate, and to-day nearly 500 of our associate members are wearing it. As a means toward that publicity which is so essential to our work, I believe the adoption of this pin has been one of the best minor moves the Association has ever made, and unquestionably great good can be brought about through the open display of this emblem by each and every one of our associate members. All this has not been done without a great effort, however, and, necessarily, a considerable expenditure of money. Much praise is due to the members of the active and the associate membership committees, and I wish to take this opportunity of thanking them, not only on behalf of myself, but of the association and its executive committees as well. They have done excellent work, have spared no pains to accomplish the end desired, and the results speak for themselves.

I feel that I cannot let this opportunity pass without calling attention to the assistance given this year by the members of the Manufacturers' Association, not alone in the presentation of 1000 associate membership badges and the badges for the past presidents, but particularly with regard to associate membership itself. Three hundred and eight individuals, representing the members of our Manufacturers' Association, are enrolled as associate members with us. These represent 121 com-

panies out of a total membership of 287 companies in the Manufacturers' Association, and 164 representatives of these members are wearing the associate membership pin. It is needless for me to call attention to the great good these associate members can do us in effecting a better understanding between the public service corporation and its patrons. They travel from place to place and are thrown in close touch with those who take advantage of the facilities which our transportation companies offer. They come to know them well and intimately, and their words can do much good for our business if raised in support of the work which we are doing, the service we render and the small amount of return we receive.

The attendance at this convention, located so far away from a large majority of our member companies, is in no small part due to the magnificent work of the members of the various transportation committees which have the sincere appreciation of every member of our association.

This year has also brought about a closer relation between our Association and the State and sectional organizations. It has been our endeavor to be represented at each of the meetings of these various associations, with the result that there is a strong tie existing between our Association, which is national in character, and these other bodies which are more or less local in their field of action. This is as it should be, as our Association obviously cannot take up those questions of detail such as the local organizations discuss, but must necessarily work along lines which are more general in character. Our vice-presidents and others who have officially represented the Association at many of the meetings of these organizations during the year just closed have done splendid work, and much credit is due them for the time and energy expended in our behalf.

Member Companies Must Co-operate in the Association Work.

Former presidents have touched upon the necessity for co-operation among our member companies in the furnishing of information to the Association. Having been in close touch with the work during the past year, I have come to realize more clearly the need of this co-operation. Our member companies require at times certain statistical information to combat restrictive legislation, public ill-feeling and other adverse sentiments or conditions. The first thought should be, and in many cases is, the files of the Association's headquarters. The Association may or may not have investigated the particular subject in which the member company may be interested. If the subject has been investigated certain data are of course on file, and if the subject has not been investigated, recourse is had to other member companies for such information as they may be able to furnish. These other member companies, however, may not have found the necessity for having the information asked for, either as applied to their own work or that of other companies, and oftentimes pay little heed to the requests from the main

office. The consequence is that, though there is on file a great deal of information, it is neither in quantity nor quality such as an Association of the scope of our own should have. A committee has been appointed to suggest certain subjects of investigation for the ensuing year, and I ask you to assist in the upbuilding of the Association and the increasing of its value to the member companies in times of need by full co-operation in the furnishing of information when requested by the Association itself or by any of its committees. We cannot hope to reach the point of maximum value to our members without your aid, and I might also say that the information furnished by non-member companies (and for which they received comparatively little in return) in comparison with that furnished by the member companies is far in excess of what would naturally be expected.

Criticism may be made that much of the information has been asked for at one time, more particularly this year, and that this fact precluded some of the smaller companies, and, indeed, many of the larger ones, from giving the time necessary to properly provide the data called for. It is hoped that the coming year will see this remedied, and that the information will be gleaned at different times throughout the whole year. Doubtless this will result in more generous responses. and I hope that you will each do your share toward giving as much of that which is asked for as you can consistently.

No doubt there are many of us who fail to realize the great extent of the committee work of the various affiliated associations. For your information I would state that last year 132 individuals were engaged in this work. The work of these specialists is fully set forth in the valuable reports which are being presented at this convention. In a way, every one of these committeemen has been added to the working force of your company. Surely the careful thought of 132 master minds upon important subjects in the various phases of the electric railway profession cannot be other than of very great value to every member company. Many railway officials fail to realize the handicap under which these committeemen work in not receiving full returns from the various companies covering the questions asked by the committee bearing on the subjects under consideration. Surely, when so many busy men, having important personal duties to perform, are willing to devote their time and energy to the welfare of the companies in general, these companies in their turn should be more than glad to devote such time as may be necessary to supply the required information.

As indicative of the growing appreciation of the work of the headquarters of the Association, it may be stated that during the year just closed nearly 1000 requests for information have been received, among which I would call particular attention to the following: Inquiry relative to the practice of electric railways in connection with the use of air brakes on single-truck cars; requests for wages paid by the different companies in connection with arbitration proceedings; requests for

information relative to taxation; requests for information regarding the minimum headway of cars and passengers per car-mile for use in municipal investigation; requests for information regarding miles of track per population; information relative to the practice of different electric railway companies in connection with the handling of overages and shortages; information relative to compensation received by electric railways for carrying United States mail; information regarding the practice of different companies in connection with funeral-car service; information regarding the operation of mail boxes on street cars; information regarding agreements with city and interurban lines relative to the use of tracks; information regarding the practice of different companies in connection with the handling of coal shortages, in addition to which have been many requests for information regarding transfers.

Financial Status of the Association.

While great care was exercised by the officers of the Association in the matter of expenditures during the year preceding the one just closed, the report of the treasurer on Sept. 30, 1908, showed a balance of but $3,365, which was a decrease of $2,772 in comparison with the balance at the close of the preceding year. This resulted from the fact that the work of the Association was steadily increasing, while the receipts did not increase in like proportion, due to the financial conditions prevailing throughout the country at that time. The balance on hand for the year ended Sept. 30, 1909, was $10,564.79, an increase of $7,199.55 over last year, and a difference for the year of receipts over expenditures of $6,828.70. To make the figures for the two years comparable, however, we should deduct the amount gained by the Association on account of better terms and arrangements for locating the 1909 convention in Denver, over those secured for the 1908 convention. With this deduction made, the balance would appear as $5,564.79, or an increase of $2,199.55 over the balance shown on Sept. 30, 1908, which, considering the deficit of 1908, means an actual gain of $4,972.26. The expenses for 1909, as you will see, show a slight increase, but this is due almost entirely to the increased committee work and the necessary expenses of the newly formed Transportation and Traffic Association, which in 1908 was charged with expenses of but slightly over $100, while in 1909 this association has been charged with $1,668, some of which expenditure, however, was incurred in 1908.

The Work of Our Affiliated Associations.

I wish to dwell briefly upon the work of each of the four affiliated associations during this year.

The most important features of the work of the Accountants' Association has been the establishment, in connection with the division of statistics and accounts of the Interstate Commerce Commission, of a

working basis for the consideration and determination of questions arising under the classification of the Commission, which, as you know, is similar to that of our own. The result of this arrangement is that any questions coming before either the Commission or the Accountants' Association are passed upon by the Classification Committee of the Accountants' Association. The second matter which I believe to be of importance is the consideration of the uniformity of interline accounts and settlements which has had careful consideration by the special committee and which will report to the convention of the Accountants' Association this year. Another matter is the taking up again of the work begun at the 1904 convention of the joint committee of the Accountants' and Engineering Associations looking to a clear understanding of the accounting requirements of the engineering officials. I feel this is a gratifying manifestation of the good the affiliated associations can do by joint action in establishing better relations and understanding between the representatives of the different associations in the same and different companies.

The work of the Engineering Association is done entirely by five committees which pay particular attention to equipment, power distribution, power generation, way matters and standards. The value of this method of conducting the work of the Association is clearly shown by the admirable reports which are being presented by these various committees. I wish to call attention, also, to the value resulting directly to the company in permitting its men to serve on these committees. While a large amount of time is necessary, they are brought in touch with other men in their particular field of activity, and in so doing obtain a great deal of information, only a small portion of which, perhaps, bears on the subject in hand. The filling out of data sheets is also, in my opinion, of great value to the company, as it calls the attention of the engineers, as well as the higher officials, to the actual facts and conditions, so far as their own property is concerned.

While the Claim Agents' Association has been active throughout the year in its particular line of work, I wish to call to your attention especially the interesting program which will be given consideration by that organization. In the past some managers have not given sufficient consideration to the claim department, but have looked upon it as an avenue through which possible dividends disappear, whereas there is no question but that, in many cases, a well-supported and well-conducted claim department will make it possible to pay these dividends.

The first convention of the Transportation and Traffic Association was held last year, and the value of the work done more than justifies this organization. During the past year its work, like that of the Engineering Association, has been done entirely through committees. The reports of these committees will cover the training of transportation employes, passenger traffic, transfers and transfer information, freight and express traffic, city rules and interurban rules. These committees have been very painstaking in their work, and our Association

should take action in approving and recommending for adoption the reports of the committees on city rules and interurban rules.

I have already given consideration to the work of the different associations, the results of which are for the most part contained in the various papers and committee reports to be presented at this convention. Every railway man here should attend as many of these meetings as possible and should participate in the discussions. It is only in this way that the greatest value may be obtained from these convention meetings.

In closing this review of the Association work of the past year it is not only my duty but my pleasure to call to your attention particularly the great assistance we have received at all times and upon all occasions from the technical press. This has come not only in the wide dissemination of our notices, committee reports, papers, etc., through the columns of the weekly publications, but also in the loyal support given to us in editorials and in valuable suggestions and information bearing on various lines of the Association work.

The Exhibit of the Manufacturers' Association.

It is with great pleasure that I call your attention particularly to the magnificent, comprehensive and valuable exhibit which our good friends, the manufacturers, have brought together for your benefit. I wish to forcibly impress upon you the desirability of devoting as much time as possible outside of the hours of the convention sessions in which you are particularly interested, to the inspection of exhibits. By so doing you will not only find yourselves fully repaid, but you will also show to the manufacturers your appreciation of the time, effort and money which they have expended in this connection.

Committee on General Policy.

While I feel that much of value has been accomplished by our own Association this year in the gathering and disseminating of data required by member companies in specific cases, in the distribution of information covering the field in general, in the advertisement of the work of the Association through correspondence, the distribution of literature, representation at various meetings held throughout the country, and the publication of notices of the many committee meetings, all of which were fully described in the columns of the technical press, in the adjustment of this committee work along certain well-defined lines which the experience of the past four years has seemed to determine and in the added strength which our increases in membership have given us, personally, I feel that much has been left undone. The great difference of opinion which has always existed concerning the nature of the work the American Association should do makes it difficult for the presiding officer to settle upon any hard-and-fast policy for the prosecution of the work, and the realization that this condition should be immediately remedied has suggested to my mind the formation of a committee to consider and outline certain specific lines along which the

American Association should work during the coming year. Your Executive Committee has appointed such a committee, and it is my hope that it will submit to the Executive Committee a detailed program of just what work the Association headquarters should engage upon during the year 1910.

Closing Remarks.

In closing, I wish to briefly dwell upon the future of the Association. The affiliated associations have done much valuable work during the past four years, and if they continue to advance in the future as they have in the past, we need have no fear but that they will take care of their share of the work in the best and most efficient manner. The American Association should at all times assist its affiliated bodies and give them every possible encouragement. This may be done by officially approving the standards created by the Engineering Association, the classification of accounts of the Accountants' Association, and the books of rules of the Transportation & Traffic Association; and giving official sanction to other important matters which are taken up and acted upon by these various bodies.

I wish to impress upon you not only the desirability, but the necessity, of increasing the membership in the Association, and thereby increasing the revenue with which to carry on this great work. There have been many things left undone in the past simply because the Association did not have the necessary funds. Instead of a membership of 325 companies and 825 associate members, we should have a membership of at least 750 companies and 5000 associate members. Instead of an annual revenue of $38,266.45, we should have an annual revenue of from $60,000 to $75,000. These figures may seem somewhat startling to those who have not given the matter careful consideration, but they are no larger in proportion than what have been secured and are being obtained in other great national organizations of this general character.

Electric railways are now generally recognized as the most important agents in existence in reducing the congestion of the tenement districts and in permitting the city worker to bring up his family in the country, where his wife and children can enjoy plenty of light and air and a freedom not possible in city life. At no previous period in the history of the country have the interests and welfare of our fellow-citizens been so dependent as now upon the roads which we operate. A very large part of the credit for these results is due to the activities of this Association and we may well be proud of what it has accomplished. Some claim that sentiment has no part in business. But it seems to me that every member of this Association can properly be considered as having assisted in the development and extension of our industry and having, by just so much, helped to make the world better, and has thus improved the physical, moral and intellectual condition of his fellow-men.

MR. FOSTER:—Mr. President and members of the Association, I move that a vote of thanks be extended to our president for his very able, interesting and practical address.

(The motion was seconded, and, on being put by Vice-President Arthur W. Brady, was unanimously and enthusiastically carried.)

PRESIDENT SHAW:—I thank you.

The next order of business is the report of the Committee on Subjects, which will be presented by Mr. T. N. McCarter, chairman.

REPORT OF THE COMMITTEE ON SUBJECTS.

To the American Street and Interurban Railway Association:

GENTLEMEN:—In presenting this report, your Committee on Subjects desires to express its appreciation of the large amount of work done by the affiliated Association committees which have had immediate charge of the programs of their particular associations.

Considerable preliminary work was done previous to the first meeting of the committee which was held at the Association headquarters in New York City on January 28 last. At that time the programs of the American and each of its affiliated associations were discussed and outlined in detail, and a report embodying the results of the deliberations of the committee was presented to the Executive Committee of the American Association at its midwinter meeting on the 29th of January.

While from time to time changes have become necessary as the work of the committee progressed during the intervening months, the original plan has been carried out in all important phases, and the results of the work of the committee during the past year are before you in the arrangement of the program for the convention week; in the hours and places of meeting; in the addresses, papers and committee reports for the various meetings, and in the general disposition of the work of each session for the various associations, all of which is contained in the Official Program for the 1909 Convention. At far as possible, the work has been so planned that the times of meetings of a similar nature do not conflict.

Respectfully submitted,

T. N. MCCARTER, *Chairman.*
W. A. HOUSE,
C. O. KRUGER,
DANA STEVENS,
R. N. WALLIS,
PAUL WINSOR,
C. B. HARDIN,
C. LOOMIS ALLEN,
Committee on Subjects.

(On motion, duly made and seconded, the report of the Committee on Subjects was approved.)

PRESIDENT SHAW:—The next order of business is the report of the Committee on Active Membership, which, in the absence of Mr. C. S. Sergeant, the chairman, will be presented by Mr. C. N. Black.

REPORT OF THE COMMITTEE ON ACTIVE MEMBERSHIP.

To the American Street and Interurban Railway Association:

GENTLEMEN:—To the end that a thorough and effective campaign for active membership in the Association might be carried on during the year, your President, shortly after the close of the 1908 convention, appointed a large committee composed of gentlemen who are officials of member companies in the various parts of the United States, Canada and Mexico. This made it impracticable for the committee to hold any meetings and the report of its work for the year is, therefore, presented to you by the chairman.

The Committee on Active Membership, during the year just closed, has consisted of the following named individuals:

C. S. Sergeant, *Chairman,* vice-president, Boston Elevated Railway Company, Boston, Mass.

Hon. W. Caryl Ely, president, The Ohio Valley Finance Company, 902 Fidelity Building, Buffalo, N. Y.

J. H. McGraw, president, McGraw Publishing Company, New York, N. Y.

C. N. Black, general manager, United Railroads of San Francisco, San Francisco, Cal.

C. Loomis Allen, vice-president and general manager, Utica & Mohawk Valley Railway Company, Utica, N. Y.

W. G. Ross, managing director, Montreal Street Railway Company, Montreal, Can.

J. A. Beeler, vice-president and general manager, The Denver City Tramway Company, Denver, Colo.

C. L. S. Tingley, second vice-president, The American Railways Company, Philadelphia, Pa.

H. C. Page, vice-president and general manager, Springfield Street Railway Company, Springfield, Mass.

R. S. Goff, general manager, Boston & Northern Street Railway Company, Boston, Mass.

W. E. Harrington, general manager, Schuylkill & Dauphin Traction Company, Pottsville, Pa.

J. N. Shannahan, second vice-president and general manager, Washington, Baltimore & Annapolis Electric Railway Company, Baltimore, Md.

A. H. Ford, president, Birmingham Railway, Light & Power Company, Birmingham, Ala.

E. A. Newman, general manager, Portland Railroad Company, Portland, Me.

W. H. Glenn, secretary, Georgia Railway & Electric Company, Atlanta, Ga.

R. I. Todd, vice-president and general manager, Indianapolis Traction & Terminal Company, Indianapolis, Ind.

D. A. Hegarty, general manager, Little Rock Railway & Electric Company, Little Rock, Ark.

R. E. Hunt, assistant general manager, Utah Light & Railway Company, Salt Lake City, Utah.

C. B. Fairchild, Jr., Chicago City Railway Company, Chicago, Ill.

P. P. Crafts, general manager, Iowa & Illinois Railway, Clinton, Iowa.

C. F. Hewitt, general superintendent, East St. Louis & Suburban Railway Company, East St. Louis, Ill.

A. W. Warnock, general passenger agent, Twin City Rapid Transit Company, Minneapolis, Minn.

A. H. Classen, president, Oklahoma Railway Company, Oklahoma City, Okla.

E. E. Potter, manager, The Seattle Electric Company, Seattle, Wash.

Harro Harrsen, general manager, Compania de Tranvias de Mexico, S. A., Mexico City, Mex.

C. C. Smith, president, Eastern Wisconsin Railway & Light Company, Fond du Lac, Wis.

The plan followed and the work done may be briefly outlined. The determining factors in the selection of the individuals composing the committee, were their prominence in the electric railway profession, their interest in the Association and their geographical location. Each member was assigned a particular territory and was given the names of the member and non-member companies in that territory, together with a large fund of information relative to the Association and its value to the electric railway companies, much of which was in printed form and supplied in quantities sufficient for distribution to these non-member companies. Each committeeman was given great latitude in the method of conducting his own campaign. One or more officials of every non-member company received not only communications from the committeemen in direct charge of the territory in which the company was located, but also from the chairman of the committee, from the president of the association and from the secretary's office. Some of these were in the form of letters and some contained booklets, pamphlets or other printed matter descriptive of the purposes, plans and work of the Association and its value to the member companies.

While you no doubt are somewhat interested in the manner in which the committee has operated, I feel that you must neces-

sarily be more interested in the results obtained, and I take pleasure in reporting that 65 companies have become members of the Association during the year, among which are such important companies as the United Railroads of San Francisco, the Los Angeles Railway Company, the Pittsburgh Railways Company, the Brooklyn Heights Railroad Company, the Interborough Rapid Transit Company, the Old Colony Street Railway Company, the Winnipeg Electric Railway Company, of Winnipeg, Manitoba, the Honolulu Rapid Transit Company, of Honolulu, Hawaii, and the Sao Paulo Tramway, Light & Power Company, of Sao Paulo, Brazil. A complete list of these new member companies is contained in the Annual Report of the Secretary and Treasurer. The annual dues to be received from them should increase our revenue not less than $2,000.

Your chairman desires to take this opportunity to express his thanks to the members of this committee who have by their personal efforts and earnest exertions accomplished so good a work for the enlargement of the membership of the Association.

Respectfully submitted,

C. S. Sergeant,
Chairman.

(On motion, duly seconded, the report of the Committee on Active Membership was approved.)

(Vice-President Brady in the chair.)

Vice-President Brady:—The next in order is the report of the Committee on Associate Membership, which will be presented by Mr. D. A. Hegarty, of Little Rock.

REPORT OF THE COMMITTEE ON ASSOCIATE MEMBERSHIP.

To the American Street and Interurban Railway Association:

Gentlemen:—Because of the large number of members of the Committee on Associate Membership, and because of their widely different geographical location, no meeting of the committee has been held during the past year, and it becomes necessary for me, as chairman, to present the report of the work which has been done by its various members.

In the belief that a systematic and active campaign would result in a very largely increased associate membership, your president, early in the year, appointed a Committee on Associate Membership consisting of the following named gentlemen:

C. Loomis Allen, *Chairman,* vice-president and general manager, Utica & Mohawk Valley Railway Company, Utica, N. Y.

J. S. Doyle, superintendent of car equipment, Interborough Rapid Transit Company, New York, N. Y.

H. H. Adams, superintendent of rolling stock and shops, Metropolitan Street Railway Company, New York, N. Y.

R. E. Danforth, general manager, Public Service Railway Company, Newark, N. J.

*H. F. Grant, Stone & Webster Management Association, Boston, Mass.

J. B. MacAfee, president, Norfolk & Portsmouth Traction Company, Norfolk, Va.

J. A. Beeler, vice-president and general manager, The Denver City Tramway Company, Denver, Colo.

W. W. Sargent, general manager, Fitchburg & Leominster Street Railway Company, Fitchburg, Mass.

M. C. Brush, vice-president and general manager, Middlesex & Boston Street Railway Company, Newtonville, Mass.

W. O. Wood, vice-president and general manager, New York & Queens County Railway Company, Long Island City, N. Y.

C. H. Hile, assistant to vice-president, Boston Elevated Railway Company, Boston, Mass.

P. N. Jones, electrical and mechanical engineer, Pittsburgh Railways Company, Pittsburgh, Pa.

D. A. Hegarty, general manager, Little Rock Railway & Electric Company, Little Rock, Ark.

C. E. Flagg, publicity agent, Spokane & Inland Empire Railroad Company, Spokane, Wash.

W. H. Staub, purchasing agent, United Railways & Electric Company, Baltimore, Md.

H. S. Cooper, manager, Galveston Electric Company, Galveston, Tex.

T. W. Passailaigue, superintendent railway division and traffic manager, Charleston Consolidated Railway, Gas & Electric Company, Charleston, S. C.

C. F. Hewitt, general superintendent, East St. Louis & Suburban Railway Company, East St. Louis, Ill.

A. W. Warnock, general passenger agent, Twin City Rapid Transit Company, Minneapolis, Minn

H. B. Nichols, engineer of way, Philadelphia Rapid Transit Company, Philadelphia, Pa.

R. E. Hunt, assistant general manager, Utah Light & Railway Company, Salt Lake City, Utah.

W. S. Dimmock, manager, Tacoma Railway & Power Company, Tacoma, Wash.

L. D. Mathes, manager, Union Electric Company, Dubuque, Iowa.

W. T. Bivins, engineer electrical equipment, United Railroads of San Francisco, San Francisco, Cal.

In the choice of committeemen, it was the desire to bring the Association into close touch with all phases of the electric railway business in the entire territory covered by the Association. A great

*Deceased.

amount of individual work was done by the various members of the committee, some of whom were very active and most enthusiastic. Each committeeman was amply supplied with various pieces of printed matter descriptive of the Association, its associate membership and the value of such membership to those interested in the electric railway business. In addition to many letters written by the individual members of the committee, communications in the form of letters and printed matter, from the chairman of the committee, from the president of the Association and from the secretary's office, were sent from time to time throughout the year to thousands of individuals interested in electric railways in various parts of this country, Canada, Mexico and other foreign countries.

While the direct benefits of associate membership were at all times clearly and forcibly dwelt upon, an appeal was also made to the prospective associate member to take his stand with the many other individuals identified with the electric railway in general in an endeavor to create a better sentiment on the part of the public toward public service corporations, which is one of the primary objects of associate membership in the American Street and Interurban Railway Association.

While much effort has been made, not only by the committee, but also by many other individuals who co-operated with it and by the office of the Association, the results obtained have more than justified the time, energy and expense devoted to this work. I am pleased to report that the associate membership has been increased during the past year from 249 to 817, a gain of 568 or 228 per cent.

In closing, your attention is called to the fact that this large increase in membership is due, in great measure, to the interest shown and hearty co-operation given by the Manufacturers' Association's executive committee and by many individual members of that association. Another factor which played an important part in the large increase in the number of associate members was the official Association pin, emblematic of associate membership, which was adopted at the 1908 convention.

Respectfully submitted,

C. Loomis Allen,
Chairman.

(The report of the Committee on Associate Membership, on motion, duly seconded, was approved.)

Vice-President Brady:—The next in order is the report of the Special Committee Appointed to Consider the Suggestions Contained in the Annual Address of President Goodrich at the 1908 convention, which Vice-President Harries will kindly read.

REPORT OF THE COMMITTEE TO CONSIDER THE SUGGESTIONS CONTAINED IN THE ADDRESS OF PRESIDENT GOODRICH.

To the American Street and Interurban Railway Association:

GENTLEMEN:—In his address, presented at the 1908 convention, President Goodrich gave much consideration to the Association work and made some very thoughtful suggestions concerning especially the method of conducting the annual conventions of the American Association and its affiliated organizations, which seemed to him would result in a stronger and better balanced organization doing more effective and valuable work for its member companies. These suggestions are fully set forth in the 1908 proceedings of the American Association; they are still fresh in your memories, and it hardly seems necessary to repeat them in this report. They were discussed at some considerable length in two of the sessions of the 1908 convention and as a result, the following resolution was adopted at that time:

"*Resolved:* That the recommendations of the President relating to a separation of the meetings of this association and its affiliated associations be referred to a committee to consist of the incoming President and seven other persons to be appointed by him, at least two of whom shall be Past Presidents, which committee shall report its conclusions, together with any other recommendations as to the organization and procedure of the association at the next annual meeting; *and*

"*Resolved, further:* That the report of the committee be printed and sent to the members of the association at the earliest possible date and not less than 30 days before the date of the next annual meeting."

In accordance with this resolution and soon after the close of the convention your president appointed the following named gentlemen as members of this committee:

J. F. Shaw, *Chairman,* C. G. Goodrich, W. C. Ely, A. W. Brady, C. L. Allen, R. N. Wallis, A. E. Lang and G. T. Rogers

At the time of his appointment, each member of the committee was requested to give the entire matter serious and careful consideration and to be prepared to discuss it in its various phases at a meeting to be held in conjunction with the annual midwinter meeting of the Executive Committee in January. Such a meeting was held at the Association headquarters in New York City on January 29th last at which all members of the committee were present. As a result of this meeting, the following resolution was duly adopted by the committee:

"*Resolved:* That it is the sense of the committee appointed to consider the recommendations of the President, made at the 1908 convention, that no change be made in reference to the holding at the same time and place of the annual meeting of the American Street and Interurban Railway Association and its affiliated and allied associations, but that such annual meeting be supplemented by a conference to be held in the city of New York, at the time of the winter session of the Executive Committee, which conference shall be open only to the President or other duly accredited representatives of the member companies, and which shall consider in executive session such matters

as may be deemed of pressing interest and report to the Executive Committee its recommendations and instructions as the policy to be pursued in respect to such matters; *and*

"*Resolved, further:* That the chairman of this committee report to the annual 1909 convention of the American Street and Interurban Railway Association the conclusions and recommendations of the committee as contained in this resolution."

In accordance with the resolution passed at the 1908 convention, in which was embodied the request that the report of the committee be printed and sent to the members of the Association at the earliest possible date and not less than 30 days before the date of the next annual meeting, such a printed report, containing the resolution adopted at the January meeting, was made to the member companies early in February.

This report is presented to you now in conformity with the resolution adopted by the committee at its January meeting that the chairman should report to the annual 1909 convention of the Association the conclusions and recommendations of the committee.

Respectfully submitted,

JAMES F. SHAW,
Chairman.

(Upon motion, duly seconded, the report of the Special Committee to Consider the Suggestions Contained in the Address of President Goodrich, was accepted and approved.)

VICE-PRESIDENT BRADY:—The next in order is the reading of a paper entitled "Organization, from the Standpoint of the Smaller Companies," by Mr. Ernest Gonzenbach, president and general manager, Sheboygan Light, Power and Railway Company, of Sheboygan, Wisconsin.

MR. GONZENBACH:—I hesitate to read a paper on a subject as deep as this before men who are in charge of big organizations and who know so much more about the subject than I do. Some of the points which I shall bring out in this discussion may seem very obvious to you, but I have prepared the paper primarily for the benefit of the small company whose organization is not as efficient as it might be.

ORGANIZATION FROM THE STANDPOINT OF THE SMALLER COMPANIES.

BY ERNEST GONZENBACH, *President and General Manager,*
Sheboygan Light, Power & Railway Company, Sheboygan, Wis.

Organization is frequently mentioned but not very often discussed. For one thing it is a subject too vast for more than casual discussion

in any one paper or at any one session. It is customary to cite as one of the advantages of consolidation, the fact that large companies can afford to maintain a better organization than is possible for smaller companies. It seems as if an undue amount of stress has been laid on this argument; it has weight and substance, to be sure, but is not paramount. We cannot dispute the fact that theoretically the larger the company, the better the organization, but it is quite possible for the small company to do almost as well as the larger companies, and this paper is written for the purpose of discussing ways and means.

A perfect organization employs specialists for each kind of work. Among railways, each department is in charge of a man who has specialized in that line and who sums up in his person the combined specialized knowledge of his subordinates. The specialist at the top must have a working knowledge of the specialties of those in his charge. When he ceases to report to someone who knows about his specialty, he becomes a professional. The unit of any organization is the man who knows how to do something especially well, a little better or a little faster than the ordinary man, but even he is merely a link in the chain.

Organization is a method, the object of which is to impress the qualities of the man at the top on all of his followers. The leader must possess all of the qualifications which he wishes to impress upon his followers, and he must, in addition, win their absolute respect; if he can do these things, then confidence in him follows automatically. The leader himself may have qualifications not necessarily possessed by his followers, but always he must have a thorough knowledge of the strength and weaknesses, the degree of reliability and the loyalty of those who are to execute his commands. Perfect organization produces blind confidence in the leader, the proof of which comes only when the individual members are so welded together that no temptation in the way of greater rewards offered from other sources will tempt any one unit to sever himself from the others. It is not often that such perfection is reached in these days of commercialism, but is frequently found among the oldest organizations in the world, which are the ones founded on the profession of arms. All others are patterned after them. The same qualities and methods which enabled Cæsar and Napoleon to produce results in their day will enable the modern industrial organizer to succeed, and the most efficient organizations to-day are those which are commanded by men who themselves have performed most of the tasks which are demanded of their subordinates.

A large railway company can afford to select its men so as to fit its organization, and the larger the company the more specialists it can employ. There the work is split up into various divisions, and the divisions into subdivisions, and it can be arranged that a man of such and such qualifications should fill a certain place. A large organization

usually has the entire country as a recruiting field and it finds suitable specialists for all divisions sooner or later. By means of careful drilling, these independent units are fused by the flux of loyalty and respect into a comprehensive unit, ready to start and stop and to execute evolutions at the nod of the leader.

The small company is not in as strong a position, for its organization must fit the man, instead of the man fitting the organization. The field from which it must recruit its organization is necessarily more limited, and, operating as most of them do in small cities, they are handicapped by the unwillingness of the average man to separate himself more than a few miles from the sights and scenes of the flesh pots of Egypt. It was even so in the days when organizations were known only to the profession of arms, for the lovers of wine, women and song remained at home and waxed fat, while it was considered a test of manhood and loyalty to perform the actual work in the field. Recognizing the fact that the small company must necessarily draw its organization from a local and limited field, it requires more than the ordinary skill to hammer out of the crude mass a homogeneous unit which will efficiently respond to the peregrinations of the mind which moves it.

In the matter of college-trained men alone, the small company is at an enormous disadvantage. Not so long ago, college graduates in the street railway business were as scarce as brotherly love among Arctic explorers, but the climate is changing and the output of graduates has been so great that at the present time some organizations are so fortunate as to be able to employ college men in their section gangs. Unfortunately, the college graduate does not often stray very far afield for what distinction is there in wearing a dapper Greek letter fraternity pin in some jay town where the girls do not even know what it means? The executive of the small company must look to local productions and prodigies for his organization. These are the men whose boyhood homes were in the neighborhood or who have some other magnet which draws them to the smaller and more limited field. As a matter of fact, and contrary to the popular belief, the small company presents more opportunities for acquiring knowledge and getting a variety of experience in the shortest possible time, than any other class of employment in the street railway field, and in making up an organization, it is always wise to select men who have received their training in a small company. There is nothing more utterly hopeless and useless than the employment by a small company of some man who has had long experience in a larger concern, where he has specialized far beyond the needs of the small company, but for some mysterious reason, there is a class of small companies who seem to particularly delight in getting hold of a man who has received all of his training in a large company and therefore lacks the wider general knowledge required in the smaller field. The man who has been in charge of a one-horse power station where he had to do his own firing,

oiling and engine adjusting, is going to be a much better superintendent of motive power than the man who got his training piece-meal in a 15,000-hp plant. A man who has had charge of a few cars where he had to do his own wheel-changing, his own greasing, armature-winding, brake-adjusting, etc., is going to make a better master mechanic than the man drawn from the large shops, always, of course, provided that he is the right man.

Incidentally, it may be mentioned that in no department of electric railway operation, is there such an inviting field for men of ability as exists in the car-maintenance department. The country is fairly crying for competent men who understand car-maintenance and the loudest and longest cries come from the companies where the master mechanic's insignia of rank consists of a pair of blue overalls and three streaks of grease on each side of his face. Many of the smaller companies would be willing to pay wages nearly as high as is paid to their general manager if they could only get the right man for that place. Now, if there is any part of the road where greater saving can be effected by judicious management, by careful attention to detail and knowledge of business, than in the maintenance of cars and equipment, we do not know where it is. Among the smaller companies we do not need wheel-specialists; we are not looking for expert commutator-repairers nor for air-brake professors; we need men who have acquired general knowledge from actual contact with the work, supplemented by careful study. The presence of grease and mud deters some of our best men from specializing in this class of work. The dirt is there, but the impression of its omnipresence is wrong, resulting principally from the fact that the class of men whom we have, perforce, been obliged to employ for this work seem to have lost their perspective of the little niceties of life, for some would as soon butter their bread with axle grease as with jam and eat the whole with unwashed hands. The men who are earnest enough and capable enough to take up this class of work will look as clean before, during and after their work as any other class of mechanical service will permit.

Selecting men for the small road is the most important of all the duties of the executive head. Strict departmental divisions can be maintained and should be maintained, but must be in accordance with the qualifications of the departmental head. If one employs a superintendent whose qualifications limit him to the handling of men and schedules, then that should be his sole duty. If he is competent and capable of taking on additional duties, the organization should be flexible enough to permit such additional duties to be added to his with a commensurate increase in his compensation. It is always a good plan to employ a highly skilled mechanical man to take charge of equipment, by all means a college graduate, if a suitable one can be had. Fortunately, there is a continually increasing bear market in college graduates and it is now possible to pick up competent and certified ones in almost every hamlet. If the executive head of a

company himself has acquired his position through the mechanical department, that department may be allowed a somewhat smaller amount on the general salary list than should be the case if the executive head is not himself a technical man. But the chief engineer is, by all odds, the most important man in the organization of the small company. This is amply evidenced by the fact that the younger heads of electric railways have mostly graduated to their executive positions through the mechanical department. Recognition of the limitations of personnel should include the recognition of his own shortcomings by the executive. If he is inclined to be over-active or impetuous, his personal advisers and assistants should not possess the same faults, but can be so selected as to serve as a natural balance wheel to whatever shortcomings it is desired to correct. Good organizations begin at the top and recognize that we are all human and prone to error and that the same faults we criticise in our subordinates may need correction in ourselves.

As to the total number of subdivisions which may be permissible in a small railway organization, that is a matter depending entirely upon individuality and personnel of its members. It is safe to say that most companies subdivide too much, rather than too little. If the executive head of the company has six or seven heads of departments reporting to him direct, he will not be as efficient as if he had only three or four heads reporting direct to him. The head of an electric railway has no business at any time with routine matters. The demands made upon his time from outside sources, political, financial and tactical, are too great and uncertain to warrant his being tied up to routine. When no political or financial clouds are on the horizon, the executive should be able to step out of his office on a minute's notice and be absent for several weeks without causing a ripple in the routine of affairs. If he cannot do this, he is not organized up to maximum efficiency.

As already stated, the departments can be more efficiently handled if there are not too many. In the small electric railway the accounting department may with propriety and efficiency also include the purchasing department and claims. The superintendent may be in charge of transportation, employment and traffic, and in many cases it is found advisable to add the responsibilities of track maintenance to his work, and there are many reasons in favor of this; one of the principal ones is that one man is responsible for the condition of the track over which the cars in his charge operate. Shops and power station are best combined under one head, even if not located under one roof. But no absolutely rigid lines can be drawn, as the individuality of the employe is the determining factor.

The greatest payroll leaks existing among smaller companies are the result of *departmental* lack of organization. As an example, it is quite common to see two or three men getting good wages doing miscellaneous work around the shops from cleaning cars to

winding armatures. More money can be made by organizing the little details and everyday routine than by any other method. The most efficient work is done by companies who make it a rule to have each task assigned to a certain man and to have that man do the same task day after day. If there are enough cars to keep one man busy cleaning, this man should under no circumstances be used for other purposes; if there are not enough cars to keep a man busy at this, then other daily duties should be added, but his task must be so apportioned that he can just perform it within the limits of his working hours, no more and no less. The "everybody busy" principle is the foundation rock on which paying organizations are built. One man under-employed is as dangerous an infection as a scabby sheep in the flock. High-priced mechanics chasing all over the shops for pieces of waste and tools are too expensive a luxury for the sort of roads which are obliged to squeeze pennies until the Indian lets out a war-whoop. One man assigned to one task, and keeping him everlastingly at it is what makes low operating costs for small railways.

There are times when extraordinary help is required, but for such tasks a floating gang is the solution and salvation of the small electric railway. This gang, as pointed out in a paper presented before last year's convention, consists of carefully selected men, "Jacks of all Trades," but trained to be the light cavalry of the campaign, who can instantly come to the aid of any division in distress.

An undue amount of stress is laid on the amount of wages which can be afforded. It is sometimes said that small companies cannot pay the wages which the larger companies do, but good organization will enable a reversal of these conditions. The small company really can afford to pay proportionally more than the larger company. Wages are the smallest part of a man's value; what one receives in return for wages is what counts. Unfortunately, in the street railway business we are still obliged to pay wages in return for time, and time is a poor asset. If we could devise ways and means whereby we pay for services rendered, it would be far better. Take the case of a man who has had training in a power station where he has gone through the various degrees of coal passer, fireman, oiler and shift engineer. He may be worth a hundred dollars a month in a large power station as shift engineer, but if his experience is supplemented by good habits, alertness and decision, he may be worth a good deal more than that as chief in the power station of a smaller company.

The essential thing in organization is to make the individual units responsible for certain things, and to have each man responsible to one head from whom he receives praise or discipline, as may be necessary. Probably more organizations have been disrupted from the violation of this basic principle than from any other cause, particularly among the smaller ones. In a company employing in the neighborhood of a hundred men it seems to be rather a common occurrence to have the executive head give instructions to a foreman or

employe, unintentionally ignoring the head of the department. The various units and the head of the company are in such close contact with each other that there is constant danger from this source, a danger which is as insidious as a malignant disease, and must be guarded against as studiously. There can be no organization unless the power of discipline is centered in the one man to whom the employe reports. Neither can there be any organization if the power of of employing his subordinates is taken away from any man. This is a cardinal principle sinned against all too often. The head of the company should select and recognize only the department heads and staff. The department heads will be required to select and appoint their foremen. The executive, under no circumstances, dictates to the department head as to whom he is to employ, but if the department head employs anyone who does not meet with the approval of the executive, then the offending one is removed, not by the executive, but by the head of his department. Exactly the same rule is applied in the departmental organization. The head never dictates to the foremen as to the workingmen he shall employ. The foreman cannot be allowed as much discretion in the employment of men as the department head, but the foreman and the department head jointly select the employes and no employe is ever retained for a single moment if he is obnoxious to the foreman. If personal differences arise, the department head attempts to adjust them, but if they are beyond adjustment, somebody must step out, as no organization, large or small, can live if divided against itself. This plan makes unnecessary the employment bureau which has been found advantageous in some companies, but some one of the staff may keep a list of available employes, approximating the functions of the employment bureau; however, the principle of giving the immediate superior of the employe all the right of selection is never departed from. In the same way, discipline and praise are bestowed. Never, for a single moment, is any employe allowed to believe that either he has an extraordinarily high standing with his superior or that any superior may harbor any personal grievance against him. This principle precludes the employment of relatives of officers of the road. In a company where nepotism is practiced, no organization can be maintained. The near relation of any officer of the company, if he must be provided with a job, should be worked off on one's friends rather than in one's own organization. There is no quicker or surer way of destroying the delicate balance of a well-organized force of employes than to introduce our dear relations.

One of the essential points of good organization is that each and every incumbent of office is provided with an understudy. This is one of the important things which is often overlooked. Every one knows of some company where the organization is dependent upon an individual, and should that individual suddenly be taken sick or be incapacitated from any cause, that organization requires weeks and

months to again reach normal state. Efficient organizations have been, and are, established on the one-man principle. There is one case within the knowledge of the writer when a railway of considerable size was built and operated on the one-man principle. The one man worked early and late. He had in the neighborhood of eighteen different foremen reporting to him every day, and he laid out each day's work for every foreman. It worked all right so long as the man was available and on the job every day. When he was suddenly taken sick, however, the loss for weeks was stupendous and would have paid many times the salary of an understudy or of an efficient organization plan. The general manager who is afraid to provide himself with an understudy for fear that he may lose his iron grip on the salary list is not worthy of the place. The understudy should preferably be one of the department heads. In a similar way the department head, with the general manager, may select a suitable understudy from among his foremen or staff. The foreman himself has an understudy among the rank and file. The system of understudies not only is an insurance against emergencies, but it serves beautifully to keep the hatbands of the man in all places from becoming too small for the owners' heads.

There is no line of study which an electric railway executive can pursue with greater profit to himself than the study of military history, for nowhere has there been greater experience in organization nor has it been carried to greater refinement anywhere. Political organization is not recommended as worthy of consideration because the aims and purposes of politics are personal advantage, regardless of cost to the whole. The aim of the military organization, on the other hand, is results, regardless of the individual. The military plan has established certain fixed rules which are essential and which are recommended for careful investigation by the student of industrial organization.

Vice-President Brady:—Gentlemen, you have listened to a very interesting and suggestive paper, and I trust there will be some discussion of the various points which have been brought out. No program has been arranged for the discussion of this paper, and the meeting is open for remarks by anyone who cares to speak. Mr. Hegarty, could you favor us with some remarks upon the paper?

Mr. Hegarty:—I think Mr. Gonzenbach has covered the subject very thoroughly, especially in regard to the one-man power. I think that is a feature that we should always take into consideration and have an understudy for the other man. That is the principle upon which I have always acted and it has been very successful.

VICE-PRESIDENT BRADY:—Mr. Crafts, we should all like to hear from you on this subject.

MR. CRAFTS:—I cannot add very much to what Mr. Gonzenbach has said. I am connected with a small company where it is necessary for one man to look after more than one department, and we have always carried out the method of having one man subordinate to the head of every department who is able, at a moment's notice, to step into his superior's place and carry on the work. This has saved the day for us a number of times.

VICE-PRESIDENT BRADY:—Mr. Foster, you are not now connected with a small company, but you have been heretofore, and I think you ought to have something of interest for us.

MR. FOSTER:—I doubt whether I can add anything to that which has already been said. Of course it must be taken into consideration in the operation of small companies, that of necessity you must depend very largely upon the one man. This man is usually the superintendent, as the president of the smaller companies is very seldom an operating man. He simply looks out and provides for the financial interest of the corporation. The operation devolves upon the superintendent, and that man, generally speaking, is a practical man, who is thoroughly familiar with the details of all departments, and perfects his organization as best he can. If he can have an understudy or second man for every position, it is desirable that he should have it, and, as a rule, he will have it, but there are small companies which have but one engineer and a fireman, and it would be very expensive for such a company to maintain a second engineer. The best thing you can do is to educate the fireman so that in an emergency he may be able to fill the position of the chief engineer. The organization as outlined, is undoubtedly a very good one, but the small companies cannot all afford to organize in the way described, though all which can will do so. The larger companies are naturally divided into departments, and each department head has an understudy, with the head of the department reporting to the chief operating official or chief executive. Concerning the smaller

companies I presume you all entertain the same idea I do—that they would be very glad to have a perfect organization, but in practice do not always find it possible to arrange it.

VICE-PRESIDENT BRADY:—Mr. Blake, I think you have some ideas on this subject and should be able to give us some good advice.

MR. BLAKE:—There is one phase of the question of organization of a railway company which is mentioned in Mr. Gonzenbach's paper, but which has not been discussed by any of the previous speakers. That is the difficulty of securing men of ability for car maintenance work. This subject might be considered in connection with the reports of the Committee on Education, which last year recommended a system of practical instruction for technical graduates, and this year suggests a course of instruction for the non-technical men in the employ of the company. Possibly there might be a third educational or apprenticeship course conducted under the auspices of the electric railway companies, or the association, to train men in car maintenance work. At present there is no way on most roads by which a young man, who is not a technical graduate, can learn this part of the business, as he can in steam railroad repair shops. The importance of making the provision for developing such a corps of men by the electric railway companies, individually or collectively, is increasing constantly.

VICE-PRESIDENT BRADY:—General Harries, haven't you something to say on this line?

GENERAL HARRIES:—It was my fortune some fifteen years ago, after dabbling in electrical matters, to move directly from an active military life into the presidency of a street railway. Realizing my shortcomings, I proceeded to qualify myself and acquired such a degree of skill that it might have entitled me to as much as $2.00 or $2.50 a day perhaps. Imbued with the idea, however, that it was not well for the man who was getting $2.00 or $2.50 to know much more about the business than the president, after a somewhat lengthy apprenticeship, I perhaps did not reach that position. That was a city company, though not a large one as we measure things to-day, but as the years moved along other companies came in, one after another (most of them bankrupt and generally the small one-man

company), until finally we managed to make quite a system out of them, gradually acquiring practically everything we needed and a few things we didn't need, until everything in sight seemed to be within our grasp. There is no question but that there can be a very satisfactory organization in a small company to-day, a vastly better organization than was dreamed of at that time in that particular community. We have not made any great strides, but we have our corps of specialists, high-grade men, the best we can get, I think. We never stop short of trying to get the best men, but I look back at that first company and am fairly well satisfied that it set a pace which would prove a good live gait to-day. It is possible to give much more of personal attention to the small company than to the larger one. The man who had the military organization to which Mr. Gonzenbach referred could see everything, and if he did not do everything he could supervise the doing of everything. I am thoroughly satisfied with the experience acquired in the one comparatively small company, without which I think it would have been an extremely difficult thing to have succeeded even to our present limited extent. I will go a little bit further and say that in the conduct of a public service corporation there is nothing better than a military system. I may seem to be prejudiced on that score, but it is as Mr. Gonzenbach has said, the oldest system, brought down through the centuries and has survived. There is really nothing better, not merely in the operating, but in the other business of going through the field of politics. We attack a political situation, a matter of public policy, just about as a sane officer would make an attack upon an enemy; he doesn't throw all his force into the front, if he knows the enemy is particularly strong there, but he goes around his flanks, he attacks him in the rear, he gets at him through all the people and by all the ways known to him, and for the most part I think he succeeds.

Vice-President Brady:—If no one else has anything to say on this subject, we will pass to the last item appearing on our regular program, the report of the Committee on Education, which will be presented by Mr. H. W. Blake, in the absence of the chairman of the committee, Prof. H. H. Norris.

REPORT OF THE COMMITTEE ON EDUCATION.

To the American Street and Interurban Railway Association:

GENTLEMEN:—Your Committee on Education has devoted its attention during the past year to a study of educational methods by which the efficiency of employees can be increased. This study has shown that educational work must be divided into two distinct classes:

(1) That directed to preparing properly educated young men for positions of executive responsibility, and

(2) That designed particularly for raising the grade of work done in all departments.

At the first meeting held, a circular letter was drafted for the purpose of obtaining data as to the present practice of the member companies along the lines mentioned. This letter was afterwards sent out, and a large number of replies were received. A copy of the letter follows:

AMERICAN STREET AND INTERURBAN RAILWAY ASSOCIATION

COMMITTEE ON EDUCATION

Data Sheet No. 37. April 10, 1909.

To the Presidents and General Managers of Member Companies;

Gentlemen:—Your Committee on Education held a meeting on Wednesday, March 10th, 1909. As a result of this meeting and of the experience gained by the committee during the preceding year, the following decisions were reached:

(1) That the committee divide its activities into two parts; (*a*) Those designed to assist the companies in preparing thoroughly trained young men for executive positions, and (*b*) Those designed to increase the efficiency of young men for high grade work in special departments.

(2) That, as the results of the experiments made during the past year with the apprentice plan previously outlined by the committee have been highly successful, the committee should endeavor to interest the membership at large in this work.

(3) That the committee should ascertain the practice of the member companies relative to efforts made for the training of young men in their employ.

(4) That the committee should ascertain from the membership to what extent a correspondence course, as outlined below, would be favorably received.

APPRENTICE COURSE. The apprentice plan outlined in the 1908 Convention report of this committee has been put into operation by the Public Service Railway Company with satisfactory results. An account of this work will be presented to the 1909 Convention. The committee desires to include also an account of similar work accomplished by other companies.

CORRESPONDENCE COURSE. The committee suggests a correspondence course somewhat along the lines followed by the American Gas Light Association. It is proposed that question sheets be sent out at regular intervals to young men in the employ of member companies. The replies to the questions are to be worked out by observation, reading and consultation with foremen and superintendents. The replies will be examined by competent practical railway men and returned for revision. It is suggested that companies place a few books and periodicals at the disposal of the young men.

In conclusion the committee desires to point out that the expense of educational work done for the benefit of young employees will bring the very best financial returns. The expense of this work is not considerable. Young men receiving such a training are glad to work for the wages of an ordinary helper, as they feel that their compensation is not all in the money paid them. A loyal, efficient corps is built up by such means, and a spirit of co-operation is sure to result. Your committee therefore desires to assist you in every possible way, and is willing to undertake any plan which will bring about the desired results.

In order that the committee may properly serve the members of the Association, it is necessary that each should reply to the accompanying questions, which have been carefully reduced to a minimum number and made as explicit as possible.

PART ONE

Questions Relating to Graduates of Technical Schools

(1) Do you employ technical graduates?.....

(2) If so, how many at present?.....

(3) Of these how many have been in your employ one year?.....
Two years?.....Three years or over?.....

(4) Of the number named, how many hold regular positions of responsibility in some department?.....

(5) Are any of these heads of departments or chief officers?.....

(6) In what line of work in general are the remaining men engaged?.....

(7) What is the average pay of technical graduates in your employ?.....

(8) Have you adopted any systematic plan for training technical graduates or for adjusting them to your work?.....

(9) What is your scheme for recruiting your executive and engineering force?.....

(10) If you have no plan for taking technically trained men into your organization, would you consider some plan for this purpose?.....

(11) What plan do you advise as best adapted to your system for getting technical men into the organization?.....

PART TWO

Questions Relating to Young Men Without Technical Education

(1) Have you young employees who would be interested in a correspondence course like that outlined?.....

(2) If so, about what number?.....

(3) Would such a plan be of advantage to the company?.....

(4) Does this plan appeal to you as reasonable?.....

(5) Will you make such suggestions in regard to this or any other plan which you think would be of benefit to your employees.....

Remarks:.....

Signed.....

Title.....

Since its appointment the committee has devoted the larger part of its attention to apprentice or cadet courses, designed particularly for technically trained young men. These courses are being developed by several of the member companies, the Metropolitan Street Railway Company of New York being a conspicuous example. The practice of the Public Service Railway Company was described in last year's report from this committee. This company continues the practice therein described, having about 20 technical graduates employed in the various departments according to a fixed schedule by which each so-called cadet is given work for a stated time in each of the operating departments. Ten of these cadets have been with the company over one year and, in several instances, show good promise of developing into excellent operating men; several showing marked ability in the mechanical department. After one more year's service, when these cadets will have covered the entire course, they will be assigned to the departments in which they show the greatest ability. The company does not anticipate that every cadet will make good. Those who are found unsuited for the railway business are weeded out as their weaknesses develop. The head of each department devotes sufficient time to the cadets employed under his direction to be able to pass upon their qualifications, and in order to describe the relative merits of each cadet their characteristics are divided into 10 points, each point counting 10 per cent; the total being 100 per cent, the head of the department expressing his opinion of the value of each cadet by the percentage given him on his record while in his department. Those under whom cadets have been employed during the past year are well pleased with the manner in which they perform the duties assigned to them and their readiness to learn practical methods.

Before leaving for the time the matter of cadet corps, the committee desires to suggest to the Association for purpose of record the following resolution:

"WHEREAS, The plan as outlined by the Educational Committee and put into practical use by certain member companies, under which technical graduates are systematically given opportunity to learn the rudiments of the various branches of the electric railway business has met with general approval, and

"WHEREAS, The Association believes that the training obtained in the course as outlined is that best suited for preparing young men for responsible positions, before they are assigned to regular or permanent work in particular branches of the business, therefore this Association hereby approves the plan, and recommends it to the various member companies, for the purpose of putting young men in line for responsible executive positions."

Having called attention to the importance of this matter, the committee has felt during the past year that the large body of young men who have not had the advantages of a technical education should now receive consideration. The questions in Part II of the above circular

letter were therefore prepared. The committee was gratified at the response from the member companies, the demand for such a correspondence course being practically unanimous. Out of the 75 replies 56 were entirely favorable to such a course, four did not believe it would be useful to them, while the reminder did not commit themselves one way or the other. The last named either failed to reply to the questions or in a few cases they doubted if the plan would be of help to them.

The committee asked for an estimate of the number of young men who might be interested in such a course if it could be established. The estimate returned by 50 companies was over 500, or an average of 10 per company. This response has convinced the committee that such a course has considerable possibilities. It affords a new channel through which the Association may serve its members.

THE SUGGESTED CORRESPONDENCE COURSE.

As indicated in the circular letter it is proposed that sets of questions be sent out at regular intervals to the young men enrolled in the course. These questions would be so framed as to require the students to use every possible means for securing information. The students would be forced to educate themselves by means of their actual surroundings. The power house, the car barn and the shop may furnish excellent educational material. Foremen and superintendents are always pleased to answer intelligent questions, and hence they could furnish much useful information for the students. The companies could place at the disposal of the students a few books and periodicals, which the questions would encourage the latter to study.

Replies to the questions would be sent into the central office where they would be carefully examined, revised and returned for correction if necessary. In the central office the service of a competent assistant secretary would be required. He would work under the general direction of the general secretary, who would be available for advice and suggestion.

Commenting editorially upon this proposed plan, the *Electric Railway Journal,* July 3, 1909, remarks:

"Attention has been directed from time to time in these columns to the work of the Committee on Education of the American Street and Interurban Railway Association. When this committee was appointed last year there was no distinct idea in the minds of its members as to its exact functions. The first duty was to determine the lines of work which were feasible and which would be of greatest service to the member companies of the Association. As the individual members of the Association had previously shown great interest in a study of methods for recruiting the executive and engineering forces of their companies, this subject was considered first. The time between the appointment of the committee and the date of the convention of 1908 was so short that it was only possible to obtain incomplete information from a few companies which were known to have successfully inaugurated definite

plans for educational work. No recommendations were made in the 1908 report, as the data were not complete enough to enable the committee to draw conclusions.

"During the past year the committee has been accumulating a large amount of information, which probably will result in the formulation of several important recommendations to be presented to the association. The graduate apprentice plan has had a gratifying development and the member companies are regarding with increasing favor the systematic recruiting and training of technical graduates in electric railway work. It will be a number of years before the results of the application of this plan will be evident, but one confidently expected result is an increase in the number of technically trained men occupying positions of executive responsibility.

"In addition to the work on the apprentice scheme, the committee has devoted attention to the problem of helping the large body of young men who can never hope to secure a college training. These young men must educate themselves while holding their present positions. Many of them only need encouragement and guiding in this commendable educational process. It is the intention of the Committee on Education to formulate a plan to supply the incentive to study and to suggest lines of profitable application to student employees. The committee believed the establishment of a correspondence course under the auspices of the Association would bring about the desired end, but had some doubt as to whether such a plan would meet with the approval of the member companies. Since the replies have been received to a circular letter sent out on April 10, asking the member companies their opinion as to the value and need of such a correspondence course, all doubts have been removed. With practical unanimity the plan has been endorsed. One company writes:

"'We feel that anything which can be done to increase the knowledge of employees must not only benefit them, but also the company, in making it possible for the company to secure a higher standard of efficiency of the work of the men. If there is any organized movement of this character it will raise the standard of efficiency of street railway employees in general."

"Replies from other companies have been equally encouraging, and it now remains to ascertain the practicability of such a plan by putting it into effect.

"It is understood that the committee will recommend that a correspondence course be established by the association, with the stipulation, however, that a financial plan be devised by which no additional burden shall be placed upon the treasury of the Association. It is probable that it would be necessary to appoint an assistant secretary, who would have charge of the educational work and devote his entire time to it. No doubt such a plan would cost a considerable sum of money annually to maintain, but if those in favor of the scheme can demonstrate that it will produce the desired results the money will be forthcoming.

"There is no agency which can do this work more efficiently than the Association as at present organized. The general secretary is in a position to give to the suggested new department his advice and general oversight. If a man with the proper qualifications can be secured to manage the details, there is not any question as to the ultimate success of the plan. He must be a practical railway man, who is in hearty sympathy with the desire of young men for advancement and education. He will need tact and patience, and will find it necessary to frequently visit his pupils and their employers in order to maintain a close personal interest in them. He must be one who has worked in the shops and car barns as a boy, and who can think and feel as boys do."

In order to make the whole matter of the correspondence course perfectly definite, the committee at its second meeting framed the following suggested resolutions:

"WHEREAS, The replies to inquiries received from member companies clearly demonstrate that 56 companies, being 80 per cent of those replying to them, are favorably interested in a correspondence course of instruction as outlined by the Educational Committee, therefore be it

"*Resolved,* That the Association approves the plan as outlined by its Educational Committee, provided that the expense of such a course be not met out of the regular funds of the Association, and be it further

"*Resolved,* That the matter be referred to the Executive Committee with a request that the details of the plan be worked out, and that it be put into operation if and whenever they deem it practicable."

CONCLUSIONS.

The committee wishes to emphasize a few points in connection with its investigations.

(1) That the companies have a responsibility to themselves and to the young men in their employ, to furnish these young men with every opportunity for making the most of their natural ability and their acquired experience.

(2) That it is not a necessary part of their educational scheme outlined by the committee, that the company utilizing one or the other should be a large one. Either scheme may be adapted to the needs of a single individual.

(3) That by continuing the educational process the companies will produce a reflex action upon the schools, and will influence them in improving their methods.

Following are a few of the helpful comments made by officers of the member companies, who gave the committee's request careful attention:

"We have always taken young men in as apprentices, changing them from one department to another until they have a working knowledge of all branches. This apprenticeship is for three years. They start in power station and subsequently work in car house, on line construction and on meters. While in car house they are taught to run both ends of a car as conductor and motorman. Being a small company these men

as soon as their intellectual wings are grown usually fly to some place where they can earn more; several are now occupying high places in the electrical business."—J. W. CARTWRIGHT, JR.

"The difficulty is to make a practical operating executive out of a man with a technical education, but when you get a good combination of the trained with the practical you have the ideal, and the one that the present condition of economical operation demands. I, myself, am of the 'old school,' in the class with the old street car horse, but think I have sufficient sense to appreciate present needs."—J. F. CALDERWOOD.

"We feel that anything which can be done to increase the knowledge of employees must not only benefit them, but also the company in making it possible for the company to secure a higher standard of efficiency of the work of the man, and that if there is any organized movement of this character it will raise the standard of efficiency of street railway employees in general."—R. S. GOFF.

"Our business involves the questions of franchises, public policy, procurement of business, financing, accounting for and collecting revenues, maintenance, operation and construction. There is so much in the business that the departments are co-ordinate rather than subordinate. We need that a comprehensive scheme be submitted embracing all departments and sub-departments."—ISAAC B. SMITH.

"Invariably the young technical graduates move about from place to place following the more entertaining parts of construction work, and it seems hard to get them down to studying the operation side of the work. Our young men trained up through the car and power house, who have a good grounding in mathematics before starting work, invariably take precedence over them in handling the various duties. Among the non-technical men employed throughout our engineering works there is a persistent search made for knowledge, which fact is made known by the large number and the great variety of questions asked."—CHAS. E. TAYLOR.

"Several of our employes have taken such an apprentice course. Men with an ambition to study and acquire a full understanding of the apparatus and equipment which they handle are extremely valuable to small proprietors. Such proprietors cannot afford to employ specialists." —P. P. CRAFTS.

"Give the employes training enough so that he can fit himself for one place higher up at a time. Then, if in that position he proves capable, train him for the next step. Don't give him so much at any one time that he will be dissatisfied with advancement one step at a time, for then he is discontented and of not much use."—R. R. SMITH.

"My judgment and experience indicate that technical men are on the whole not particularly adapted to the condition of street railway service. They are of value in a limited number of positions, and to a limited extent. Generally, they don't know the value of a dollar, are lacking in initiative and inventive ideas, have but little executive ability and do not widely harmonize with other workmen. Much of their knowledge

is useless, they have not acquired habits of industry, lack in physical stamina and manual skill and cannot produce results rapidly and economically. Technical training is of more value in the complex conditions of a large urban system than in the ordinary street railway system. As a college graduate, with long experience in employing technical men, I am firmly convinecd that most of the best railroad men are graduates from the university of hard knocks. Our systems need men of executive force, men who can do things rather than men who merely know and want some other fellow to do. Men who grow up in the service are as a class more dependable, efficient and contented than the technical man, who is apt to think his knowledge is not appreciated."—W. J. Kelly.

"The committee's plan shows careful consideration of the subject, and seems to meet the reasonable requirements of the service at this time. Undoubtedly further experience will suggest improvements, but for the present, I would give the proposed plan a thorough trial before suggesting changes or improvements. I endorse most heartily the proposed correspondence course. Besides the technical knowledge that will be disseminated concerning the duties, position and obligations of the employees, it will lead to the building up of a strong organization, loyal and true to their employers, and capable of the best service obtainable in their respectice lines of business. It is a long move in the right direction."—J. N. Moyer.

"There are no technical school graduates in the service of this company, but *we all study as well as work.* The men here who hold the best jobs have all worked their way up to their positions, and it would be contrary to the spirit which prevails here to put any newly-made "B. S." on top of any of our men. The plan of instructing men, engaged in electric railway service, in study and research appeals to me, but I should engage a graduate, put him at the bottom, and let him secure a "daylight" run through the established process."—A. H. Rogers.

"The plan outlined would, I believe, be a good start in the right direction, and after being followed for a time such alterations could be made as might be suggested by the experience thus gained."—G. O. Nagle.

"We have no trouble in getting technical men started. It must be borne in mind, however, that it is necessary for the company to "make good" to the man, as one failure to give an opportunity to the man who is justly entitled to it will upset the entire scheme."—C. Loomis Allen.

"I belive that the proposed course in conjunction with the apprenticeship system is the ideal proposition. I am sufficiently interested myself to want to know more about it."—W. P. McRay.

"It might be well to consider a proposition for the American Street and Interurban Railway Association to organize a correspondence school in connection with the office of secretary and treasurer to be maintained by the Association. There are a large number of young men and boys

now engaged in railway work who would be glad to take advantage of the opportunity to gain some technical knowledge. Young men and boys, who are employed by companies which are members of the Association, would be eligible for membership, provided they received a recommendation from the president or general manager of the company with which they are connected. The details of this arrangement, of course, can be worked out along the lines suggested by the committee in reference to the correspondence course. I also believe that books of reference and information pertaining to street railway construction, maintenance and operation should be kept in the club rooms or car house lobbies for the use of students, motormen, conductors or other employees, also that the leading technical and street railway publications be placed at the disposal of the employees in the reading-rooms, or lobbies."—E. G. CONNETTE.

Respectfully submitted,

H. H. NORRIS, *Chairman,*
R. E. DANFORTH,
A. S. RICHEY,
D. C. JACKSON,
H. F. GRANT,
Committee on Education.

VICE-PRESIDENT BRADY:—As the time remaining before adjournment is insufficient to properly consider the important report which has just been presented, it seems best to defer our discussion until the Wednesday afternoon session.

SECRETARY SWENSON:—President Shaw desires me to announce that he has appointed Messrs. Arthur W. Brady, chairman; Percy Warner and Anton H. Classen to serve on a committee to draw up suitable resolutions on the deaths of Messrs. Thomas Lowry, of Minneapolis, Minn., and Howard F. Grant, of Boston, Mass.

President Shaw has also appointed a committee on resolutions relative to the convention, as follows:—Gen. George H. Harries, chairman; Messrs. P. P. Crafts, and Henry C. Page.

Mr. Whipple, the chairman of the Entertainment Committee of the Manufacturers' Association, has requested that an announcement be made at this meeting relative to the excursion over the celebrated Moffat road to Corona and return, which is to be run on Friday of this week. Arrangements have already been made with the Accountants' Association, whereby the sessions which were to have taken place on Friday will be held

on Thursday. The sessions of all the other associations will have been completed by that time, and there will therefore be no business of that kind to prevent anyone from making the trip on that day. Mr. Whipple especially desires that everybody procure tickets from the Entertainment Committee as early as possible. This committee may be found at the entertainment bureau, situated close to the Manufacturers' Association Booth, near the main entrance of the building. The tickets will cost $3.00, which also includes lunch. The start will be made at 8:30 A.M. sharp, and the party is due to arrive back in the city about 5:30. I may say that this is considered the finest trip out of Denver.

I wish also to call your attention to the necessity of validating all railroad tickets. Tickets to the Pacific Coast will be validated in advance of the departure of passengers, but not to exceed seven days in advance. Tickets which are for Colorado points, from the east especially, must be presented for validation on the day the return journey is commenced, and cannot be validated in advance. All tickets are validated at the ticket offices of the respective railroad companies over which the return trip will be made.

Invitations have been received from the Business Men's Association of Saratoga Springs, New York, from the Niagara Falls Bureau of Conventions, at Niagara Falls, New York, and from the Portland Railway and Light Company of Portland, Oregon, to hold our 1910 convention in their respective cities. Following the custom of the past, these invitations will be considered by the Executive Committee at its January, 1910, meeting.

(On motion, duly seconded, the meeting adjourned until Wednesday at 2 P. M.)

WEDNESDAY SESSION.

OCTOBER 6, 1909.

The second session of the convention was called to order by President Shaw at 2:00 P. M., in Auditorium Hall.

PRESIDENT SHAW:—I will now appoint as members of the Committee on Nominations, the following gentlemen:—Messrs. E. C. Foster, of New Orleans, chairman; R. T. Laffin, of Seattle; John A. Beeler, of Denver; W. G. Ross, of Montreal, and H. A. Nicholl, of Anderson, Ind.

This committee will meet at its convenience and report at the next meeting of the convention on Thursday afternoon.

The first business this afternoon will be the report of the Committee on Interstate Commerce Commission Affairs, which will be presented by General Harries, the chairman of that committee.

REPORT OF THE COMMITTEE ON INTERSTATE COMMERCE COMMISSION AFFAIRS.

To the American Street and Interurban Railway Association:

GENTLEMEN:—Your Committee on Interstate Commerce Commission Affairs takes great pleasure in reporting that during the past year the relations of the electric carriers and the Commission have been all that could reasonably be desired. There is absolute harmony as to methods and a general spirit of helpfulness which has in it no element of friction.

Respectfully submitted,

GEO. H. HARRIES.

Chairman.

GENERAL HARRIES:—I might say that it would be impossible, I think, in this life to have anything more pleasant than our relations with the Commission just now. There is no guarantee attached to that report, and it may be broken at any time, though it has not been broken thus far. The Commission welcomed us with open arms, invited us out to lunch, and we had all sorts of pleasant proceedings. It is a most remarkable condition.

(On motion, duly seconded, the report of the committee was accepted.)

PRESIDENT SHAW:—The next matter before us is the report of the Committee on Compensation for Carrying United States Mail. I will ask Mr. Adams, of Norfolk, to please read this report.

REPORT OF THE COMMITTEE ON COMPENSATION FOR CARRYING UNITED STATES MAIL.

To the American Street and Interurban Railway Association:

GENTLEMEN: Your committee finds the existing situation is practically this: That there has been no change in the compensation since the rates originally adopted, except that made by act of Congress, as amended and approved May 27, 1908, which follows:

> "Provided, That the rate of compensation to be paid per mile shall not exceed the rate now paid to companies performing such service, except that the Postmaster General, in cases where the quantity of mail is large and the number of exchange points numerous, may, in his discretion, authorize payment for closed-pouch service at a rate per mile not to exceed one-third above the rate per mile now paid for closed-pouch service; and for mail cars and apartments carrying mails, not to exceed the rate of one cent per linear foot per car mile of travel. Provided, further, that the rates for electric car service on routes over 25 miles in length outside of cities shall not exceed the rates paid for service on steam railroads; Provided, however, that not to exceed $30,000 of the amount hereby appropriated may be expended, in the discretion of the Postmaster General, where unusual conditions exists or where such service will be more expeditious and efficient and at no greater cost than otherwise."

In an appendix to this report will be found a tabulation showing the extent of the mail-carrying service on electric and cable cars, up to June 30, 1908 (the latest available date), and also including in detail the distribution by States. For the year ending June 30, 1908, there was expended for both classes of service, namely, the independent car and closed-pouch routes, approximately $642,000; this on 508 routes, 6764 miles in length.

For steam railroad service during the same period the expenditure was approximately $49,000,000.

The average compensation per mile traveled for electric car service was 5.47 cents, and for steam railway service 10.96 cents, and per mile

of length of route $94.86 and $209.75, respectively, while for the regular, screen or wagon service, the average cost to the Government was, per mile traveled, about 29.89 cents, and per mile of length of route $1,291.27.

For pneumatic-tube service as of the same date, the Government was under contract to pay $1,067,000 for routes aggregating 63 miles in length. The above indicates how small an amount is being expended for carrying mail on electric cars, compared with the other means of transportation, and shows a discrimination which certainly is not warranted under existing conditions.

The electric railway in many localities furnishes a means of mail transportation not otherwise obtainable, and, with its ability to furnish quick and frequent delivery, is not used to the extent that it should be.

The result of an inquiry of some 150 electric railway companies by one of your committee discloses the fact that the electric railways rendering service to the Government are doing so at a rate which should be increased from 25 to 100 per cent to properly compensate them for the expenditure involved. With this condition of affairs existing, it is obvious that the rates paid should be raised. In this position the electric railways have had the support of nearly every Postmaster General since the inception of the service.

Inasmuch as the rates are fixed by Congress, the Post Office Department is powerless; therefore, we must go to Congress for relief. The present year, with the departmental changes incident to the change in administration and an extra session of Congress devoted solely to tariff revision, has not been a favorable one to actively press the subject. It is important now that the work of the new committee should begin at the earliest possible date after this convention. Your committee strongly feels that with a concerted action on the part of the representatives of the member companies supporting its initiative, it is not unreasonable to hope that something can be accomplished, but this will require active personal co-operation on the part of those interested in electric properties.

In the meantime, your committee recommends to all member companies that they respect existing contracts, at least, pending the outcome of the attempt to obtain reasonable compensation, but that they should not undertake new contracts or extensions at these unprofitable rates.

Respectfully submitted,

R. S. Goff, *Chairman*
A. R. Piper
H. A. Nicholl
E. S. Fassett
G. B. Hippee
A. D. Schindler
Committee on Compensation for Carrying United States Mail.

NUMBER OF MAIL ROUTES, MILES OF ROUTES, CAR MILEAGE, EXPENDITURES, ETC., ENTERING INTO THE DEVELOPMENT OF THE USE OF STREET RAILWAYS FOR CARRYING UNITED STATES MAIL, FROM 1895 TO 1908, INCLUSIVE.

Year Ending.	Number of Routes.	Miles of Route.	Mileage Operated.	Number of Cars.	Miles of Road Operated Upon.	Car Mileage.	Miles of Road Operated Upon as Pouch Service.	Closed Pouch Mileage.	For Street Railway Service. Recommended Appropriation.	Actual Appropriation.	Amount Expended.
						Oct. 26 serv. at rate of					
1895	19	†		12	126.44	73,356					
1896	25			47	181.16	907,863					
1897	177	*1,102.0	3,452,173.5	65	303.68	1,612,829	798.24	2,368,786	$200,000	$150,000	$139,734.81
1898	229	1,550.2	4,501,801.7	71	379.47	1,744,694	1,304.43	2,296,703	325,000	250,000	204,936.06
1899	267	1,926.8	4,978,130.1	63	385.36	1,829,160	1,569.71	2,974,813	375,000	300,000	255,684.19
1900	287	2,346.9	5,700,303.4	25	202.86	566,858	1,905.84	3,307,991	350,000	350,000	288,358.40
1901	326	2,956.9	6,589,408.6	20	283.50	499,020	2,452.79	3,992,240	350,000	356,000	330,894.61
1902	327	3,508.1	7,534,757.1	24	330.50	608,805	2,899.32	4,620,086	500,000	400,000	389,987.61
1903	379	4,283.3	8,585,950.9	20	355.17	523,253	3,515.33	5,344,711	450,000	450,000	440,420.41
1904	421	4,945.8	9,515,920.3	24	399.07	596,855	4,119.63	6,398,556	510,000	510,000	484,346.24
1905	440	5,645.7	10,541,687.4	25	520.14	795,252	4,721.09	7,307,401	606,000	550,000	521,825.79
1906	460	6,014.7	11,114,183.9	27	.....	.....	.....	.....	615,000	600,000	556,219.05
1907	487	6,343.8	11,302,554.9	28	.....	.....	.....	.....	793,600	698,000	‡614,007.39
1908	508	6,764.8	11,716,416.2	22	534.70	596,718	5,941.97	8,685,172	730,000	725,000	641,736.32

†These amounts not reported upon in separate statement by the Post Office Department.

*Estimated. Records not completed on this item.

‡Annual rate of expenditure.

The total number of mail routes, miles of routes and mileage in second, third and fourth columns include all Railway Post Office car, trailer, apartment and closed pouch routes.

ELECTRIC AND CABLE CAR SERVICE, DISTRIBUTION BY STATES.

	Number of Routes.	*Length of Routes.*	*Distance traveled per annum.*	*Annual rate of expenditure.*
		Miles.	Miles.	Dollars.
Maine	12	129.25	175,714.85	6,653.62
New Hampshire	8	79.50	136,587.25	9,304.82
Vermont	7	40.86	85,780.61	2,865.52
Massachusetts	64	668.45	1,212,252.36	73,542.13
Rhode Island	10	118.40	284,387.57	9,848.05
Connecticut	25	199.26	288,380.12	9,443.20
New York	47	620.22	1,327,078.85	74,844.46
New Jersey	13	107.61	194,886.52	6,216.39
Pennsylvania	66	843.85	1,541,329.05	81,940.59
Delaware	..	.....	.....	.....
Maryland	15	225.02	523,865.34	48,201.56
Virginia	9	85.97	107,810.75	3,438.26
West Virginia	4	50.11	63,707.82	1,975.10
Total First Section	280	3,168.50	5,941,781.09	328,273.70
North Carolina	1	1.90	3,963.40	200.00
South Carolina	3	13.66	21,449.14	683.08
Georgia	4	49.71	74,745.84	2,440.50
Florida	3	17.53	25,602.34	897.85
Porto Rico	1	3.33	4,861.80	60.00
Alabama	5	43.19	113,100.65	3,392.99
Mississippi	1	6.22	12,265.44	367.96
Tennessee	6	81.58	145,583.26	5,387.41
Kentucky	2	29.74	80,879.58	2,426.34
Total 2nd Section	26	246.86	482,451.45	15,856.13
Ohio	63	1,024.95	1,535,358.35	67,249.06
Indiana	16	283.22	221,491.62	6,442.91
Illinois	25	324.94	630,308.07	*239,620.96
Michigan	19	407.07	543,085.61	22,163.39
Wisconsin	6	33.04	60,494.55	2,005.85
Minnesota	8	117.13	168,012.77	5,164.00
Iowa	9	222.08	243,609.17	9,151.50
Missouri	4	123.60	415,321.75	60,848.50
Total 3rd Section	150	2,536.03	3,817,681.89	412,646.17

ELECTRIC AND CABLE CAR SERVICE, DISTRIBUTION BY STATES—*Continued.*

	Number of Routes.	*Length of Routes.*	*Distance traveled per annum.*	*Annual rate of expenditure.*
		Miles.	Miles.	Dollars.
Arkansas	..	.....	.....	.....
Louisiana	1	15.06	58,343.16	1,750.29
Texas	3	51.56	69,358.26	2,129.37
Oklahoma	2	12.66	22,354.52	695.27
Kansas	2	12.63	30,943.68	1,012.83
Nebraska	2	26.25	114,075.68	4,439.92
South Dakota	..	.....	.....	.....
North Dakota	1	2.51	2,473.15	175.00
Montana	..	.....	.....	.....
Wyoming	..	.....	.....	.....
Colorado	2	41.32	65,518.18	1,965.52
New Mexico	..	.....	.....	.....
Arizona	..	.....	.....	.....
Utah	2	23.34	35,996.17	1,174.79
Idaho	2	61.62	75,313.35	3,378.84
Washington	7	122.71	165,572.68	7,476.96
Oregon	6	87.46	147,043.20	5,705.02
Nevada	..	.....	.....	.....
California	22	356.26	687,509.80	27,656.51
Alaska	..	.....	.....	.....
Hawaii	..	.....	.....	.....
Total 4th Section	52	813.38	1,474,501.83	57,560.32
Grand Total	508	6,764.77	11,716,416.26	*814.336.32

*$172,600 Chicago Subway Service included, but was discontinued. Screen wagon service substituted July 1, 1908.

(On motion, the report of the committee was duly accepted.)

There then followed a general discussion of special topics, as arranged for by the Committee on Subjects. On request of various of the members present no stenographic report of these remarks was made.

On motion, the meeting adjourned at 5:30 P. M., to reconvene on Thursday afternoon at 2:00 o'clock.

THURSDAY SESSION.

October 7, 1909.

The third and final session of the convention was called to order by President Shaw at 2:30 P.M., in Auditorium Hall.

President Shaw:—The first order of business to-day will be a discussion of the report of the Committee on Education, which was read before the convention on Tuesday last, and on which no discussion was had at that time. What is the pleasure of the convention with regard to this report?

General Harries:—In view of the likelihood that a discussion of this report would take up a great deal of time, probably without coming to any more definite conclusion than has been reached by the committee, I move that the report be accepted and referred to the incoming committee.

(This motion was duly seconded and carried.)

President Shaw:—We will next consider the report of the Committee on Compensation for Carrying United States Mail. This report was submitted at the Wednesday session, but no action was taken by the convention.

General Harries:—I think that it might be well, in view of my personal conversation with the postmaster-general, to refer this report to the Executive Committee. If the present postmaster sees any possibility of economizing in the cost of handling mails, you may be sure he will take advantage of it, even though these economies may be effected by methods that will prove beneficial to us.

(This motion was duly seconded and carried.)

President Shaw:—The next business is the report of the Committee on Insurance. In the absence of the members of the committee, the secretary will read this report.

REPORT OF THE COMMITTEE ON INSURANCE.

The American Street and Interurban Railway Association:

Gentlemen:—The principal subjects considered by your Insurance Committee in the past year have been,

1. The proposed organization or establishment by the old-line or

stock insurance companies of a central inspection bureau or department, and

2. The advisability of the employment by the Association of an insurance expert to represent it upon this bureau, or to appear before the bureau in behalf of Association members in controversies or conferences between them and it.

The purpose of this plan is to secure a greater uniformity than now prevails in rates of insurance on traction properties, and a nearer approach to standards in car-house construction and in devices and methods for the prevention and extinguishment of fires. This work is exactly in line with the recommendations made by this committee in its annual reports, and with the present practice of the most progressive street and interurban railway companies.

The average cost of insurance has been reduced in consequence of the committee's efforts, but many inequalities in rates exist. In some cases, properties of a single company, situated in different towns or counties, and of like construction and exposure, are assessed at varying rates. If members whose properties are inequitably or unequally rated will write to the Insurance Committee, their letters will aid in bringing about the establishment of this national department.

Your committee has not held a meeting within the Association year, and therefore has taken no formal action upon this or any other subject. Three of the members of the committee met in Cincinnati in June, and atetmpts were made to get a later meeting in New York City, but without success. Learning that the old-line insurance companies were to meet in convention at Frontenac, N. Y., in September, to consider this, among many matters, and knowing that the American Railway Insurance Company had been invited to confer with committees of the old-line companies with a view to making an agreement to co-operate in the insurance of the immense properties owned by the traction companies, the chairman of your Insurance Committee, believing that a conference between the leading insurance men of the country and your committee would result in benefit to the members of the Association, called a meeting of the committee at the same time and place, and invited the two governing boards of the insurance association, representatives of the American Railway Insurance Company, and several others, to attend and participate in the meeting. Unfortunately, five of the six members of your committee were unable to be present. The chairman, however, went to Frontenac and met the insurance men, whose committees gave him an entire afternoon. Another conference is to be held later, providing you continue the Insurance Committee or appoint a special committee for the purpose.

The meeting was attended by Messrs. C. G. Smith, New oYrk, Secretary and Treasurer German-American Insurance Company; E. G. Richards, New York, Resident Manager of the North British and Mercantile Insurance Company; Frank Lock, New York, U. S. Manager of the Atlas Assurance Company; J. H. Lenahan, Chicago,

Manager of the Phœnix Insurance Company of Brooklyn; George W. Law, Chicago, one of the managers of the Royal Insurance Company of Liverpool; A. G. Dugan, Chicago, Assistant Manager of the Hartford Insurance Company; W. E. Sage, Chicago, Manager of the German-American Insurance Company; E. B. Hatch, Chicago, Secretary of the Western Union, an association of about seventy leading insurance companies; H. E. Andrews, Cleveland, President of the American Railway Insurance Company, and Henry N. Staats, Cleveland, Vice-President of the last-named company. These gentlemen are among the ablest and most influential men engaged in the management of the insurance business.

The properties of the electric railway companies are desirable risks, and their value is great enough to justify the particular attention that these insurers propose to give them. The capitalization of the street and interurban railway companies of the United States exceeds four billion dollars. The value of their buildings, power-plants, rolling stock and other property subject to destruction or damage by fire is probably from 15 to 25 per cent of this amount.

The risks are constantly improving. Since the appointment of your committee four years ago, more than $1,250,000 has been expended for automatic-sprinkler equipments in car-houses. Large amounts have also been spent for other means of preventing, retarding and extinguishing fires. New structures are generally as nearly fire-proof as they can be made. Greater care is required by the companies of their employes than was required four years ago. Traction officials and directors are giving more attention to insurance.

These facts were stated to the insurance men, as indicative of a disposition on the part of street railway companies to improve their buildings so as to entitle them to lower rates of insurance, and as reasons why street railway properties should receive special consideration by insurers, and should be rated and inspected by men familiar with them and their particular hazards and protections—by experts viewing the entire field, rather than by local rating agencies and inspectors more familiar with particular localities than with particular classes of property, although the central bureau will undoubtedly avail itself of the knowledge, experience and assistance of the local agents and inspectors.

The results of the discussion, by the insurance men among themselves and with your representative, will probably be a still more careful study and consideration of traction properties, their conditions and surroundings, by men specially qualified to determine the rates and forms to which they are entitled, and to advise the insured as to the best methods of construction and maintenance, and the most effective means of preventing destruction or damage by fire. The chairman of your committee asked that the Association be given direct representation upon the bureau. This may not be practicable. The American Railway Insurance Company, organized in the interest of

the traction companies, to write insurance at cost, will probably be represented, however. In either case, your Insurance Committee should be continued, and the committee suggests that you consider the advisability of employing also an insurance expert to aid it, and to represent the Association, or any member company that may call for his services in any negotiation or dispute with insurers, as well as to advise members on the subjects of insurance and the better protection of their property against loss by fire—a suggestion adopted, with good results, by the National Electric Light Association some years ago.

Respectfully submitted,

H. J. Davies, *Chairman,*
Charles O. Kruger,
G. W. Brine,
G. L. Estabrook,
A. H. Ford,
P. G. Gossler,
Committee on Insurance.

Mr. Adams:—In view of the short time left, I move that the report of the Committee on Insurance be accepted as read and referred to the incoming Executive Committee.

(This motion was duly seconded and carried.)

Mr. Staats:—With your permission I would like to file with the report of the Committee on Insurance a report from the old-line insurance companies on this subject.

President Shaw:—I think the convention has decided to have this matter taken up by the Executive Committee.

Mr. Staats:—Oh, yes.

President Shaw:—The next business is the report of the Special Committee on Subjects for Confidential Bulletins for 1910.

REPORT OF SPECIAL COMMITTEE ON SUBJECTS FOR CONFIDENTIAL BULLETINS FOR 1910.

Mr. Brady:—Mr. President and gentlemen of the convention, the title under which this report is to be made, it occurs to me, hardly describes correctly the work which the subcommittee has done. It is not merely the subject of confidential bulletins, but also the other subjects that are covered by this short report. The subcommittee of the Executive Committee, to whom was consigned this matter of laying down some general lines on which the work of the American Association

should proceed during the following year, has prepared a rough resolution for presentation to the meeting and consideration by it, and it states what, in its judgment, those lines should be. The resolution is as follows:

Resolved, that the work of the American Street and Interurban Railway Association for the coming year be done along the following lines:

1. The collection and distribution to member companies of data valuable in the construction, maintenance and operation of electric railways.

2. The keeping of member companies advised of important legislation, state and national, affecting electric railway interests generally.

3. The promotion of better and more intelligent relations between electric railway companies and the public, and the establishment of correct principles of government control and regulation of electric railway properties.

Respectfully submitted,
ARTHUR W. BRADY, *Chairman,*
GEO. H. HARRIES,
CHAS. N. BLACK,
Committee on Subjects for Confidential Bulletins for 1910.

(On motion, duly seconded, this report was adopted.)

PRESIDENT SHAW:—The next order of business will be the presentation of a written discussion of the Corporation Tax Law, which has been prepared by Mr. A. L. Linn, Jr., of New York City.

THE CORPORATION TAX LAW.

Written Discussion by

MR. A. L. LINN., JR., *General Auditor,*
Mohawk Valley Co., New York, N. Y.

Out of the prolonged discussion of the tariff question, during which manufacturing and commercial interests were given the fullest opportunity for criticism and objection, the new Corporation Tax Law was finally and suddenly evolved, almost without protest and certainly without adequate consideration or discussion. This convention affords an opportunity to call attention to the measure, which seriously affects the companies represented by the American Street and Interurban Railway Association. It is the purpose of this communication to discuss the impracticability of the law so far as it affects the present methods and practice of accounting by common carriers, and not to discuss the questions of policy, public finance and economies involved, the merits of the law itself, or its constitutionality or far-reaching effects.

Some of the difficulties which will be encountered by corporations in keeping their accounts in the form prescribed by the Corporation Tax Law were ably set forth in a letter to each member of Congress

signed by twelve prominent firms of public accountants in New York City, a copy of which, together with the subsequent correspondence, is hereto attached. This correspondence calls attention to certain accounting errors in the form of the bill, claiming that some of its provisions are "impossible of application" and that others "violate all the accepted principles of sound accounting."

Complication of accounting methods should be avoided by making one classification of accounts and one fiscal year the basis of all reports required by the Federal or by State governments for corporation tax or other purposes. When separate classifications are prescribed for different purposes, the resultant complications are serious.

The Interstate Commerce Act, for example, provides that "The Commission may, in its discretion, prescribe the forms of any and all accounts, records and memoranda . . . and it shall be unlawful for such carriers to keep any other accounts, records or memoranda than those prescribed or approved by the Commission. . . . In case of failure or refusal on the part of any such carrier . . . to keep such accounts, records and memoranda on the books and in the manner prescribed by the Commission . . . such carrier . . . shall forfeit to the United States the sum of five hundred dollars for each such offense, and for each and every day of the continuance of such offense." Under this act the Commission has promulgated a classification of accounts for interstate electric railways.

The Public Service Commissions Law of the State of New York provides that the Commission for each district "may prescribe the manner in which such accounts shall be kept . . . the forms of accounts, records and memoranda to be kept by such corporations, including the accounts, records and memoranda of the movement of traffic as well as of *receipts and expenditures of moneys.* The system of accounts established by the Commission and the forms of accounts, records and memoranda prescribed by it as provided above shall conform as near as may be to those from time to time established and prescribed by the Interstate Commerce Commission under the provision of the Act of Congress entitled 'An Act to Regulate Commerce.' . . . Where the Commission has prescribed the forms of accounts, records and memoranda to be kept by such corporations, it shall be unlawful for them to keep any other accounts, records or memoranda than those so prescribed or those prescribed by or under the authority of the United States."

In either case, the Government has subjected the accounting corporations to the discretion of a commission whose views may change at any time, and this situation is now still further complicated by the fixed provisions of the new Corporation Tax Law, which necessitates a different classification of accounts. Why should a different classification be prescribed for purposes of taxation?

The law states that the tax is to be "equivalent to one per centum upon the entire net income over and above five thousand dollars

received by it from all sources during such year, exclusive of amounts received by it as dividends upon stock of other corporations, joint stock companies or associations, or insurance companies, subject to the tax hereby imposed."

How is the "net income" to be determined under this law? A reading of the law discloses that "net income" is assumed to be the cash income for the period less the amount of cash disbursed on account of expenses, interest, taxes, etc. This is not the true way to determine "net income." I would respectfully call your attention to the fact that the definitions of net income as set forth in all classifications of accounts so far promulgated by the Federal or by State governments have recognized the principle of accounting that the net income of a corporation for a given period can be arrived at only by making an allowance for accrued liabilities, and in some instances these classifications require that corporations shall recognize and provide for an estimated monthly accrual on account of depreciation, obsolescence and inadequacy.

To cite a few instances of inconsistency, the classification of accounts promulgated by the Public Service Commissions of the State of New York prescribe the following regarding material and supplies, accounts receivable, and interest and dividends receivable:

Material and Supplies: That this account be charged with "the cost of all material and supplies acquired by the corporation, regardless of whether the same are intended to be consumed in construction or in operation, or later to be sold." The Corporation Tax Law, on the other hand, provides that "all the ordinary and necessary expenses *actually paid* within the year out of income in the maintenance and operation of its business and property" shall be deducted in ascertaining the net income of the corporation. It is customary for railroads to take advantage of market conditions and purchase large quantities of material for future use, and it is not always possible accurately to determine whether material and supplies paid for within the accounting period will be charged to expenses or improvements.

Accounts Receivable: "Charge to this account all amounts owing to the corporation upon accounts with solvent concerns (other than banks) . . . "and credit the proper applicable earning accounts." The Corporation Tax Law provides, "gross amount of income . . . *received* within the year from all sources," which would eliminate amounts due for service rendered or material sold for which the accounting corporation had not been reimbursed during the accounting period.

Interest and Dividends Receivable: Whenever the income amount is stated the appropriate sub-account therein shall be credited, and this account shall be charged with all *accrued but not yet collected interest* upon all commercial paper and accounts considered collectible held by or for the benefit of the corporation; also all dividends declared or guaranteed by solvent concerns *but not yet collected,* the

right to which is in the corporation." The Corporation Tax Law provides "gross amount of income . . . *received* within the year from all sources." This would eliminate amounts accrued on account of interest and dividends, but not yet collected.

A great many more inconsistencies might be cited, such as those resulting from prepaid insurance, prepaid taxes, prepaid rents, taxes accrued, interest accrued, casualties and insurance reserve, etc.

Gross income, operating expenses, depreciation and net income, as interpreted by the Corporation Tax Law, are not in accord with the classifications of accounts promulgated by the Federal and State Governments.

The accounting problems discussed will confront, to quote the language of the law, "every corporation, joint stock company, or association organized for profit and having a capital stock represented by shares . . . under the laws of the United States or of any State or Territory of the United States . . . or under acts of Congress applicable to Alaska or the District of Columbia."

I would respectfully recommend to this convention that a committee of the Association be appointed with a view to co-operating with associations and organizations representing this and other lines of business in carrying out a campaign of publicity to bring the defects of this law directly before the people.

Accounting Errors in Corporation Tax Bill.

The following is a copy of a letter which has been sent to each member of Congress in reference to the proposed corporation tax:

New York City, July 8th, 1909.

Dear Sir:

On reading the text of the proposed corporation tax law, as reported in the Commercial and Financial Chronicle of July 3d, 1909, we have formed the opinion that some of its provisions are absolutely impossible of application, and others violate all the accepted principles of sound accounting.

Under the third clause it is provided "that there shall be deducted from the amount of the net income of each of such corporations, ... ascertained as provided in the foregoing paragraphs of this section the sum of $5,000.00, and said tax shall be computed upon the remainder of said net income of such corporation . . . . . for the year ending December 31st, 1909, and for each year thereafter, and on or before the 1st day of March, 1910, and the 1st day of March of each year thereafter, a true and accurate return under oath or affirmation of its president," etc., etc.

In connection with this clause we would call attention to the fact that as you are no doubt aware, the fiscal year of a number of corporations is not and for business reasons cannot be the calendar year, and consequently, having in mind that in such cases an inventory was not taken at the beginning of the calendar year 1909, it is and will be quite impossible for any business, corporation or institution, whose fiscal year does not terminate with the calendar year, to make a true return of its profits as required by the proposed law.

Under clause 1 the tax is to be charged upon the "entire net income," and the net income is to be "ascertained by deducting from the gross amount of the income . . . . . from all sources,"

(1) "Expenses actually paid"
(2) "Losses actually sustained"
(3) "Interest actually paid"

in each case "within the year." The words "actually paid" convey, and it is to be presumed are intended to convey, actual disbursements out of the treasury.

The proper deductions should be:

(1) Expenses actually *incurred* because the payment is not necessarily made in the year in which the expense is incurred:

(2) Losses actually *ascertained* because losses may be incurred and the amount not be ascertained until a subsequent period:

(3) Interest actually *accrued* because interest is never paid until the end of the period during which it accrues, and the interest accrued is the proper charge against income.

In clause 1 the bill refers to "net income received"; in clause 2 it refers to "gross income" without the addition of word "received"; in clause 3, paragraph 3, it reefrs to "gross income received." There is here a complete confusion between income and income received, which can only lead to endless complication.

Two methods may be adopted for taxation purposes, either

(1) To tax the difference between actual cash receipts on revenue accounts and actual cash payments on revenue account, which difference will seldom, if ever, represent the profits of a manufacturing concern; or

(2) To tax profits made up in the ordinary commercial way, namely, to ascertain the gross income *earned* whether received or not, and to deduct therefrom

(1) Expenses actually incurred during the year whether paid or not;

(2) Losses actually ascertained and written off during the year whenever incurred.

(3) Interest accrued during the year whether paid or not;

(4) A reasonable allowance for depreciation of property; and

(5) Taxes.

As accountants actively engaged in the audit and examination of a number of varied businesses and enterprises, we unhesitatingly say that the law as framed is absolutely impossible of application, and would suggest that in the said clauses 1, 2 and 3 of paragraph 2, the words "actually paid" and "atcually sustained" be changed to read "actually incurred" and "actually ascertained," and that the third clause be changed to read so that the return will be based on the last completed fiscal year prior to December 31st, in cases where the fiscal year of a corporation is not the calendar year.

Yours very truly,

Deloitte, Plender, Griffiths Co., 49 Wall Street.
Price, Waterhouse & Co., 54 William Street.
Haskins & Sells, 30 Broad Street.
Lyebrand, Ross Bros & Montgomery, 165 Broadway.
Wilkinson, Reckitt, Williams & Co., 52 Broadway.
Niles & Niles, 111 Broadway.
Gunn, Richards & Co., 43 Wall Street.
Edward P. Moxey & Co., 165 Broadway.
George H. Church, 55 Wall Street.
Barrow, Wade, Guthrie & Co., 25 Broad Street.
Loomis, Conant & Co., 30 Broad Street.
Marwick, Mitchell & Co., 79 Wall Street.

The Corporation Tax Correspondence.

The joint letter sent to Attorney-General George W. Wickersham by several firms of public accountaints in New York City, which was

published in the July issue of *The Journal of Accountancy,* was answered as follows by the Attorney-General:

"I am in receipt of the letter signed by your firm and a number of others with respect to the proposed corporation tax law, in which you advise me that you have formed the opinion that some of its provisions are absolutely impossible of application and others violate all the accepted principles of sound accounting.

"You first call my attention to the fact that the 'fiscal year of a number of corproations is not and for business reasons cannot be the fiscal year, and consequently, having in mind that in such cases an inventory was not taken at the beginning of the calendar year 1909, it is and will be quite impossible for any business, corporation or institution, whose fiscal year does not terminate with the calendar year, to make a true return of its profits as required by the proposed law.'

"I beg to call your attention, in the first place, to the fact that the proposed law does not impose a tax upon 'profits,' but upon 'the entire net income over and above five thousand dollars received by' the corporation, joint stock company, or association, or insurance company subject to the law, from 'all sources during such year.' It has been the uniform practice of the Government in framing revenue bills to require the tax to be paid as of a fixed date, and, so far as I have been able to ascertain, in every instance the tax is imposed for the calendar year ending December 31st. Such was the income tax law of 1894. It may be inconvenient, but it is certainly not impossoible for any corporation which keeps just and true books of account to make up a return such as that required by the proposed law, particularly as the return requires statements of actual receipts and payments, and not, as you recommend in your communication, of expenses 'incurred,' interest 'accrued,' and losses 'accumulated.'

"2. You next object that the proposed law authorizes the deduction of 'expenses actually paid,' and you contend that this should be changed to read 'expenses actually incurred.' The bill was purposely framed to deal with receipts and disbursements made within the year for which the tax was to be imposed, and the words 'actually paid' were employed advisedly. The same may be said with respect to losses actually sustained and interest actually paid. The theory of the framers of the bill in this respect differs from that which you advocate.

"3. You then object that in clause 1 the bill refers to 'net income received'; in clause 2 it refers to 'gross income' without the addition of the word 'received'; and in clause 3, paragraph 3, it refers to 'gross income received,' and you comment, 'There is here a complete confusion between income and income received, which can only lead to endless complication.'

"I cannot agree that there is any confusion whatever in this respect. 'Gross income in clause 2 obviously and necessarily means 'gross income received.' The tax is imposed by clause 1 upon the entire net income above five thousand dollars received from all sources during the year. By clause 2 'such net income' is to be ascertained by deducting from the gross amount of the income from all sources the specified items; and if anybody could question whether that meant 'gross income received,' his doubt would be removed by the provisions in paragraph 3 of clause 3.

"Your further statement that 'as accountants actively engaged in the audit and examination of a number of varied businesses and enterprises, we unhesitatingly say that the law as framed is absolutely impossible of application,' causes me very great surprise. My personal acquaintance with you and a number of other signers of the letter leads me to the belief that you have underestimated your capacity. Certainly the statement of objections made in your letter is entirely insufficient to support the conclusions which you express."

To this communication the accountants replied as follows:

"Our only object in addressing you was to be of assistance in a matter of practical accounting which enters into the proposed law, as to which we believe that our experience specially qualifies us to speak. We have purposely re-

frained from any reference to the policy involved in the law, with which we as accountants are not concerned.

"The views expressed in your letter of the 12th instant would seem to indicate that you have not fully appreciated the difficulties which will be met with in carrying into effect the provisions of the proposed law as amplified and explained in your letter; and we therefore feel that in justice to ourselves we must refer at greater length to some matters which were only briefly touched upon in our letter of July 8th.

"We are glad to have your clear expression as to the intention of the law to deal with receipts and disbursements only (presumably on income account) and not with income earned (or profits) and expenditures incurred. Under these circumstances it would seem better to use the term 'receipts on income account' and 'disbursements on income account' rather than 'income' and 'expense,' as the latter terms are more commonly defined and used in relation to income earned and expenses incurred. In any case, if in clause 2 'gross income' means, as you state it is intended to mean, 'gross income received,' it would certainly be better to say so and thus remove any possible ambiguity.

"We note that you refer to the precedent of the income tax law of 1894. We believe that this law was declared unconstitutional before there had been time to experience the difficulties and uncertainties which any attempt to enforce it, if drawn on the lines of the present bill, would have involved. In this connection we may perhaps point to the precedent of the English income tax law which has stood the test of over half a century. In this case the tax is on profits which in this country are frequently termed 'net income'; and the accounts of corporations prepared in the regular course of business for their respective fiscal years are and always have been accepted as the basis of taxation, subject to minor provisions as to rates of depreciation, interest deductions, etc.

"Our main criticism of the bill in its present form is that in the large majority of cases it will be impossible of application for the year 1909, as explained in our previous letter, and very expensive and difficult if not altogether impossible in subsequent years.

"Railroads perhaps require the simplest form of accounting obtaining among business corporations. These accounts are kept in a form prescribed by the Interstate Commerce Commission and severe penalties can be inflicted for any departure from those forms. They must be kept on a basis not of receipts and disbursements, but of earnings, whether collected in cash or not, and of expenses, whether paid or not, which in both cases accrued during the fiscal year closing on June 30th; the outstanding income and expense items uncollected and unpaid running into very large figures and frequently varying considerably in amount between one year and another. While it would be possible to prepare also an account of receipts and disbursements, this would involve a great deal of extra work in the compilation of special data and would raise most difficult questions as to the proper distribution between capital and income of large payments for stores, the ultimate use of which is not and cannot be known at the time of payment.

"Turning now from this, which is perhaps the most simple case, to that of a large manufacturing concern producing all kinds of finished products out of purchases of ore and other raw materials, an accurate or even approximate statement of cash receipts and disbursements on income account is a practical impossibility at any time. Cash receipts arising from sales of products can be ascertained without much difficulty beyond requiring considerable extra work. But no system of accounting can give even approximately 'the ordinary and necessary expenses actually paid within the year out of income in the maintenance and operation of its business and properties.' Such expenses presumably must include the cost of the goods sold. Into this cost and following it through all the intricate accounting which has been found to be necessary are raw materials actually used in manufacture, labor expended and innumerable items of expense which are taken into costs as they accrue quite irrespective of the date of payment. Very large inventories are carried of materials and supplies which are purchased

at one period, paid for at another, and used at all sorts of times, in all sorts of quantities, and for all sorts of purposes, mainly for manufacture into products for sale, but to a large extent for additions to or extensions of the plant. Such as are used for the latter purpose are not, as we understand the proposed law, a proper deduction from gross income, and yet long before they are used all identity between the materials themselves and the disbursements made for them has been lost. There is in our opinion no method in which any such statement as that called for in the proposed law can be prepared short of an entirely independent and separate set of books, designed to follow each bill paid through to the ultimate distinction of the materials or services covered thereby, thus duplicating the present cost of the accounting department, and serving no useful purpose whatever. Even if such method were adopted it is very doubtful if it would produce the results required with even approximate accuracy.

"Without unduly burdening this letter it is impossible to go into further details here; but the facts must in the opinion of any one familiar with the operations and accounts of a complicated modern manufacturing concern fully justify the conclusions which we expressed in our letter of July 8th, and which we now emphatically endorse. Whether the proposed method is physically impossible, or merely as you state 'inconvenient,' it will, we think, be generally conceded that it is in the general interest of the effective administration of laws relating to taxes that they should involve as little inconvenience as possible upon those required to make returns thereunder. The basis for arriving at the amount liable to taxation suggested in our former letter would have the advantage of simplicity, and if the tax is to be a permanent institution, its efficient operation would be greatly facilitated by conformity with regular accounting methods.

"We have felt it our duty to protest strongly against the wording of the proposed bill upon the grounds set forth, but our object is to help and not to hinder. If you think any good purpose would be served by our appearing before you and discussing this matter fully with a view to arriving at satisfactory solution, which we are satisfied can be done, we shall be pleased to hold ourselves at your disposal for this purpose.

"Regretting our inability to in any way modify the conclusions already expressed, we are, dear sir,

"Yours very truly,

"Deloitte, Plender, Griffiths & Co.
"Price, Waterhouse & Co.
"Haskins & Sells
"Lybrand, Ross Bros. & Montgomery
"Marwick, Mitchell & Co.
"Niles & Niles
"Gunn, Richards & Co.
"Edward P. Moxey & Co.
"Barrow, Wade, Guthrie & Co.
"Loomis, Conant & Co.
"Suffern & Son."

The correspondence was closed by the following letter from Mr. Wickersham:

"I have a letter dated the 21st inst., signed by yourself and a number of other firms of accountants, in response to my letter of July 12, replying to your former letter of July 8. In your last letter you set forth in somewhat more detail the following proposition:

" 'But no system of accounting can give even approximately the ordinary and necessary expenses actually paid within the year out of income in the maintenance and operation of its business and properties.'

"I think the bare statement of that proposition would be received with very great incredulity by most minds. Certainly, I am quite unable to assent to it. However, it is now too late to attempt to recast the corporation tax amendment on the basis of such proposition."

PRESIDENT SHAW:—Gentlemen, you have just heard a most interesting paper, and I hope that the subject matter will be fully discussed.

GENERAL HARRIES:—It is a fact, Mr. President, that President Taft has been informed that the practice of the Interstate Commerce Commission and the provisions of this bill do not agree, and he has said that they must be made to agree. I understand experts are now at work in an effort to bring about something that will be considered as an agreement, and that this will be taken up by the president as soon as he returns from his trip through the West. I might add to the recommendation that a committee be appointed to make a campaign, which would result, sooner or later, in our being rather deeply in politics all over the land, and which might or might not be desirable, the suggestion that it would perhaps be better to appoint a committee for the purpose of eliminating inconsistencies in the two bills and making them agree, this committee would then work in one place, rather than from east to west or north to south. I make the motion that the report be received and referred to the incoming Executive Committee for such action as will be likely to bring about the most profitable result.

(This motion was duly seconded and carried unanimously.)

PRESIDENT SHAW:—It gives me great pleasure to announce that the next order of business will be the presentation of a paper by Mr. James H. McGraw, whose long connection with and never-failing interest in our business, as a whole, and our Association in particular, is so well known to you all. The paper bears the significant title, "Publicity and Street Railway Problems," and I can assure you that you will find much food for thought in the contribution Mr. McGraw has prepared for our benefit.

PUBLICITY AND STREET RAILWAY PROBLEMS.

BY JAMES H. MCGRAW, *President,*
McGraw Publishing Company, New York, N. Y.

It is recognized by everyone that questions as to the relationship between public utility corporations and the nation or the specific community served have lately been foremost in American thought. We are now only emerging from a period of extraordinary storm and stress

when the mere fact of corporate existence was enough to provoke suspicion and contumely, and when active form was given in many quarters to the ill-will engendered against both the corporation and its administrative officers. There is a disposition to assume that this outburst, so unreasoning in its origin, and so powerful in its results, is altogether of recent date, coming up like a cyclone out of a clear sky. The real fact is that the desire to check and curb corporations, as manifested more particularly in the forming of commissions with power of control, goes back at least a quarter of a century, and was widespread before it became so intense. In 1902 there were already no fewer than 31 State railroad commissions; in 1908 there were eight more, to which total of 39 one or two may have since been added. Seven of these commissions replaced other bodies, so that in reality 15 new commissions were established in the five years, but all the rest were pre-existing. This is in itself a graphic picture of conditions developed and created around the transportation industry of which we have become so large a part. Moreover, large powers were given to some of these bodies, supplementing the equally large powers of the Interstate Commerce Commission.

Some of the commissions have helped to bring about a better understanding between the public and the corporations. It is an obvious fact that on the part of many persons the assumption is made, or the belief expressed, that the Commission exists merely for the benefit of down-trodden individuals and communities, and that all it has to do is to protect them and fight their battles. These persons overlook the principle that the foundation of such a court or power of jurisdiction carries with it the notion at least that there are two sides to a question, and that even in such a matter as raising fares or reducing transfer points or benefitting car service at certain hours, a corporation may have very distinct rights as against a disgruntled complainant or an inflamed city. Happily, in some States the Commissions appear to be rising to this higher conception of their judicial functions, and are not inclined to make that dangerous play for political capital that hastens to support and validate every expression of antagonistic sentiment. Perhaps the best that can be said is that the hearings before such Commissions furnish a safety valve for much discontent, and that often, in the mere act of expressing itself, the discontent dies away.

It must remain true that corporations like ours, drawing annually $450,000,000 in revenues from the pocket of the public, will always have to endure the burden of attack. The number of complaints as to bad service is always grossly exaggerated, quite aside from the validity of the complaint; but the point is that, although the area of contact between public and corporation is so wide, the discontent focalises itself. Take the city of New York for one day, and if you were to attempt to sum up and deal with all the fault-finding between consumer and dealer as to short weight, slow delivery, poor condition, high price, bad pack-

ing, want of courtesy, etc., you would have on your hands a hundred times the definite causes of ill-will as compared with those due to public utility business done during the same period. This occurs even where the relationship has existed for many years. The one relief that is significant is that the consumer can leave one store and go to another, "take his trade somewhere else." He cannot easily do this where an essential monopoly has been created, and where for transportation, light, water, etc., he can only deal with one concern. There is no escape from the one source of supply, and hence there will inevitably be a sense or a suspicion of power unduly used for purposes of extortion, forgetting the many economic advantages that accrue from a unified system. It is a curious thing, however, that where free competition exists, this lurking idea of injustice is not diminished but extends to all the competitors alike, the assumption being that in no instance does the competition occur for the sake of the consumer, even though he may derive a temporary advantage from it. Nor is there any less discontent where a consumer supplies himself, as in the case of a municipal plant. If anything, there is an enhanced sense of helplessness, because the city has behind it not only the taxing power but the punishing power as to its rates, and as to neglect or unwillingness to pay them; and because the service is never closer to perfection than it is or would be under private management. Indeed, with the establishment of Public Service Commissions, there has come a notable diminution in the municipal ownership agitation so much in evidence a few years ago. This may be merely a coincidence, without any relation of cause and effect, but it is obvious that with the Commission at hand to regulate real and imaginary abuses the citizen is not so eager to fly to the extreme measures involved in setting up a plant of his own.

In such States as New York and Wisconsin the new Public Service Commissions are working out their own precedents for the future, but in the meantime the attempts to set up bodies of the same character in other States have not met with wholly enthusiastic public approval. Several plans have been abandoned this year. It is not forgotten that the burden of responsibility heaped on a small body of men usually without experience in traction, light, or telephone management is tremendous, even from the standpoint of mere numbers. Thus the Wisconsin Commission has an arbitrary jurisdiction over the fortunes of about one thousand public utility enterprises; of which 25 are street and interurban railways. It stands to reason that no such powers can be exercised without the assistance of a large staff, more or less expert in its character, and that expense is at once incurred with a remote personal investigation by the Commission of the plants involved in many cases. In New York State the expenses of the City Commission already reach $1,000,000 a year with increases foreshadowed in the future.

In Massachusetts the struggle of some of the companies to secure a higher rate of fare as the only measure of placing them on a

sound financial basis has fortunately been supported by the Railroad Commission, and the result is that their unit of fare is now 6 cents while a charge of 1 cent for a transfer, formerly given gratis, prevails on other lines. Had not the Commission existed as a court of appeal, this fair measure of relief might not have been upheld so readily. The relief extended to these struggling roads touches evils that are felt in many other parts of the country. The effect of the transfer trouble thus arrived at has been sharply revealed in Boston itself by Mr. Charles S. Sergeant. The Boston Elevated Railway Company has 60 transfer points and gives for 5 cents a ride 20 miles from northwest to southeast and 15 miles from northeast to southwest. The free transfer passengers last year, numbering 159,000,000, would have yielded the company $1,500,000 additional income at 1 cent per transfer, or an acceptable substantial sum even after diminution from obvious causes that would be set at work by a method of charging for the transfer. It is a little difficult, however, to imagine a Commission permitting this to be done unless there were the pressure and approval of overwhelming public opinion.

Looking thus at the serious problems that confront the transportation industry from every standpoint and at all angles, we get back to the conclusion that the formation of a correct public opinion and the education of those who ride in the better appreciation of what the service means, is a great solution of the difficulties tending to break down the whole system in financial disaster and ruin. And when this is said, let its full meaning and significance be grasped. Until lately, the whole schooling of public thought has been against public service corporations. For years we have been held up to scorn and obloquy, our methods have been the mock of every demagogue, every effort to secure powers of extension has been called a "grab"; every attempt to negotiate for better franchises has been put under the suspicion of "graft"; and to compare the railways with Captain Kidd has become a commonplace of virulent compliment. The unconscious excess and reckless optimism of a pioneer boom period when it was assumed that electricity could meet any demand made upon the regime of motive power, have often been treated as an evidence of crime rather than condoned as folly. As we look back over the 25 years of electric traction we see that the period has closely coincided with a tremendous advance in the cost of every element entering into a supply of such a service as transportation; yet throughout the quarter century in every department of electric service there has been a reduction of rates or an equivalent increase in value of service unequalled as to scope or amount. In other words, the entire benefit of the change has been handed over to the public in many instances, together with some assumed gains from economies that never occurred.

All this to street railway men is more or less of a truism, but only now are we grasping the reality of the crisis and rising to the conviction that the public must be made to see the problems just as we see

them, see them whole and see them sympathetically. In some respects we are fortunate in addressing our minds to the situation at a time when there are so many signs of returning reasonableness. A few years ago the attack on railroad fares was universal and the States appeared to be vieing with each other as to which would act quickest and go farthest in arbitrary reduction of passenger and freight rates. To-day commonsense is reasserting itself, and finding expression through high official channels and through public bodies. Significant, indeed, of such a new departure and change of front is the action of the Merchants' Association of New York, which in its annual report mentions with pride as one of its achievements that by formal resolution it has urged all members of Congress, of State Legislatures and of Public Service Commissions "To encourage the return of railroad business to normal conditions by ceasing and discountenancing ill-considered or unjustified censure of existing methods of railroad management." And it says, moreover: "During the past year the Association has taken the position that the prosperity of the country requires that its transportation system be maintained at a high standard of efficiency and that its normal development be not needlessly impeded. To this end it is necessary that railroads receive revenues sufficient to yield a fair profit after the payment of operating charges and that rates be adjusted upon that basis. The Association has therefore opposed arbitrary reduction of rates by law, and in the case of advances proposed because of increase in the cost of operation, it has advocated judicial examination of the facts by the Interstate Commerce Commission before deciding that opposition to such advances is warrantable or just."

A feature that pre-eminently distinguishes the traction system of America from that of other countries is its philanthropic function of developing new regions for homes. It is constantly building up areas in which or to which travel is and remains unremunerative. It is not always a sharer in the "unearned increment," but must at times participate in the unavoidable decrement that comes when population shifts, leaving unproductive lines of railroads behind it.

A recent ordinary Sunday issue of the New York *Herald* had 18 pages of real estate advertising almost wholly due to the development brought about by traction service of one kind or another that may derive little benefit from it for years—nothing like the benefit enjoyed by the *Herald,* real estate operators and owners of the new homes. New York City has just seen a splendid new bridge opened, but the bridge lies and will lie almost dead until the vivifying trolley tracks across it rumble with cars opening up the new residential and industrial regions lying eastward of the bespanned river. But to undertake this and kindred new work means enormous expense, and thus it happens that the most progressive company is usually that which penalizes itself most heavily to the direct advantage of the community within whose boundaries it operates.

The kind of facts that we must bring into the public consciousness

are just these and such as were pointed out by Mr. Sergeant, vice-president of the Boston Elevated Railway Company, in his remarks last February before the New England Street Railway Club, when he showed the extent of the successive improvements demanded by the public served by that system and the effect on the financial position of the property. Only a campaign of publicity could bring home such facts to the inhabitants of Boston or other like community. No employe is too humble to do his share in bringing out such arguments clearly, and manufacturers all over the country could also educate their own employes to see that attacks on the reasonable prosperity of the railways were essentially a blow aimed at them-the hundreds of thousands whose livelihood depends upon the welfare of public service corporations could be made to see how intimately their own condition of employment or lack of it depended upon giving the cmpanies a just hearing and a fair return, the situation could not fail to be measurably improved. An article publihsed some months ago in the Boston *Transcript* by F. W. Coburn gave the arguments thus advanced in somewhat mare popular but equally cogent form, and the Boston News Bureau at the same time pointed out that of every nickel received nearly 1½ cents went to labor, nearly half a cent for taxes, and barely a quarter of a cent was left for dividends to stockholders; while for every dollar of securities issued more than a dollar had gone into the property.

Such publicity of the essential facts cannot fail to work as a healthy leaven in forming correct opinion, and it may be well to glance over the country to see what has recently been done in this respect. It is obvious that publicity can be of two kinds, one securing good will and the other so directed as to develop traffic; and both can co-operate in forming a sentiment towards the public utility. It is plain, moreover, that such publicity to do its best work must not be self-laudatory of the system, nor must it be apologetic. It is best when it is purely explanatory, simply educational. Such examples we can find in the work of the United Railways & Electric Company of Baltimore, Md., the Fort Wayne & Wabash Valley Traction Company, the Omaha & Council Bluffs Street Railway Company, the Cleveland Electric Railway Company during the Johnson raid; while in other lines of public utility the company placed on the defensive, has wisely chosen to come out into the open and then plead its cause, with conscious rectitude and merit. We may, however, with benefit restrict our consideration of such efforts to one or two recent instances.

The Twin City Rapid Transit Company, of Minneapolis, began on January 5 the publication of a series of 27 full-page advertisements in the local press covering the history of the company from its foundation 35 years ago. Each installment of the narrative has been signed by Mr. C. G. Goodrich, and hence is at once made authoritative. The matter has been skillfully prepared under the direction of Mr. A. W.

Warnock, the general passenger agent of the road, and enters minutely into every detail of the industry. The vital facts of the case are brought out in a most convincing manner, yet without any undue pressure on the heavy pedals. For instance, it is shown that for 24 years up to 1899 not a dollar was paid in dividends, and that since then dividends have ranged only from 2½ to 5 per cent. For more than 15 years all the stock issued by the company has been sold at par for cash. During the past 10 years the company has spent for betterments an average of $1,000,000 a year. The average wage scale of Minneapolis trainmen is 20 per cent above that of the country as a whole. Materials of construction and maintenance have increased in cost from 50 to 125 per cent, but the fare unit has remained the same with greater yield to the purchaser. Diagrams have shown in these advertisements that in 1875 the length of travel for 5 cents was two miles; in 1890 it was six miles; in 1908 it was no less than 13.5 miles. These facts presented crispy, clearly, carefully, with others all bearing upon the relation of the company to the city and to the public not only made a deep impression for good where it was the purpose to do so, but arrested attention throughout the country. As was said by the company itself in regard to the effort thus made: "These articles are published for the purpose of giving the public a clearer conception of what the company has accomplished during the past 35 years, the large amount of work involved in bringing the property to its present state of high efficiency, and the revenue which must be received if the property is to be kept sound financially and the company enabled to anticipate the demands of the future for extensions of the system and improvements of the service." Thus does the company safeguard itself against inimical action in a proposed reduction of fare by going to the people. Here the "direct primary" finds its fullest definition, and it will be hard to offset such an appeal to the commonsense, justice and conservative instincts of the American public.

The Public Service Corporation of New Jersey has more lately put in force a similar campaign embracing all the spheres and functions of its activity, starting out with the effective mention of the simple fact that since 1903 it has spent $30,000,000 for the improvement of its properties, or in other words, for the improvement of its ability to serve the citizens of northern New Jersey. Under these circumstances it is ready to face its customers with frankness and friendliness. "We are not finding fault with honest criticism. On the contrary, when just criticism is offered in a spirit of fairness we will welcome it and try to profit by it, but we do not think that we should be measured by the standard of the irresponsible critic who puts surmises for facts, lets prejudice supplant judgment and permits a plain grouch to take the place of reason." The fact is brought out that the corporation provides trolley facilities in 118 municipalities, and has 675 miles of track in 10 counties, with 1400 cars which travel daily a distance equal to four times around the earth, carrying the average of 809,996 persons a day, or equal last

year to hauling the entire population of the State no less than 137 times. Handling 294,000,000 passengers a year, it would indeed be strange—as the corporation points out—if there were not occasional mishaps and some inconvenience, sometimes a crowd and not always a seat. It is pointed out that over one crossing in Newark the company has to get 534 cars an hour in the rush of evening traffic, nine cars every minute. Here in itself is a final answer to the easy suggestion of "putting on more cars." The corporation does not attempt to cure the habit of "hurry," but thus intimates shrewdly what that habit involves. It shows also that it redeems nearly 200,000 transfers daily at no fewer than 230 points, each transfer saving the passenger money. Nearly 30 per cent of the revenue riders, it is pointed out, use these transfers, and an average ride on them can be had reaching 12 to 15 miles. Then out of what is left of the nickel the corporation, aside from all labor and costs, has to pay personal taxes, real estate taxes, special taxes, franchise taxes and car license taxes. To generate its current it needs 15 generating plants and 14 substations, indicating the delicacy and intricacy of the system required to keep the cars moving, and explaining why now and then, in bad weather or under conditions of sudden overload, delays and even accidents must happen that human foresight cannot avoid.

All this is heart-to-heart talk, and while it may be difficult to trace direct results, it is simply impossible that there shall be no effect on a body of intelligent people. There is no community in the United States that will not respond sooner or later to the appeal addressed to its intellect and its better judgment. It knows that no company would dare to put itself squarely on record to be judged by its achievements and efforts and then fall back into apathy, neglect of the public, and a selfish desire to get out of the business all it will stand. As was said last November before the Alabama Light and Traction Association by Mr. J. B. McClary, general manager of the Sheffield (Ala.) Company: "To deal honestly and fairly with the people is the intention and effort of every company. No company would undertake to do business in any other way; and the duty imposed upon the officials is to see that their employes shall not fail in these essentials." Here is wisely emphasized the vital point as to organizing also a competent, loyal force for such a great system whose figures are here briefly outlined, and as Mr. McClary says: "The small merchant who stands behind his own counter deals directly with his customers. He is therefore uniformly polite, affable, courteous and anxious to please. The stockholders of the public service corporation meet their customers through their employes. For this reason officials and all employes have it entirely in their power to make or unmake the corporations they represent."

As has well been said, publicity has two elements, one of which consists in telling the public what it ought to know and think, and the other in telling it what it ought to buy. The first part of this

proposition has already been dealt with above. The second part is that affected more nearly by the commercial side of the business and deals at bottom with the stimulation of travel and the cultivation of the traveling habit. It includes also such educational work as that of giving an idea of the regions traversed and their resources, and in giving to the press the news stories that lie so thickly scattered over every day's work on a busy line. The Association at its annual convention in 1908 considered several excellent papers devoted to this branch of the subject, but it would be difficult to exhaust so fertile a theme. It is well, in any event, to recognize the fundamental differences between our industry and other public utilities. Gas, water and electric light companies deal essentially in a commodity, for which bills are presented and paid at regular intervals, with little actual change in consumption from day to day, except toward increase with steady definite curves. We deal largely in "service," involving also physical relation with each customer. A telephone company can handle daily as many calls as we do fares, and yet in no instance need the customer see or meet a single employe in a whole month. It is possible thus to avoid many causes of annoyance and distress in such enterprises due to the mere "physical contact." Moreover, it is possible to apply direct stimulation to business. A gas company can create an output for gas by free or cheap ranges. An electric light company can and does offer free flatirons, life insurance, playing cards, or a cake of soap. Such methods of advertising are utterly unknown to the street railway industry, and even if excellent will always remain impossibilities for us. We have to assume a certain amount of travel and then wait for it. And if new travel is sought it can only be invited by first providing the facilities and then won by advertising directly to each individual in the community. Here again the newspaper plays its part, but we are free as to other agencies such as our own cars, bulletins, way-bills, maps, folders and other devices dependent on printers' ink. The greatest possibilities in this respect would seem to be in the interurban development, still in its earlier stages, but rapidly fitting closely into the social system of the whole country.

The remaining topics suggested by the Committee on Subjects were then discussed in executive session, and no stenographic notes were taken.

At the close of these discussions the general business of the convention was resumed, with Vice-President Black in the chair.

Vice-President Black:—Gentlemen, we have before us the subject of insurance. The report of the Committee on Insurance has been presented to us to-day and I would like to have a few words from some one on this subject.

MR. STAATS:—Gentlemen, during the past four years, I have served your interests through co-operation with the chairman of your Committee on Insurance, Mr. H. J. Davies. For two years I served also as chairman of the Insurance Committee of the Central Electric Railway Association, and during the past three years I have co-operated with Mr. W. H. Blood, Jr., the insurance expert of the National Electric Light Association, and with Mr. W. W. Freeman, president, and Mr. S. C. Mumford, assistant secretary, of the Associated Edison Illuminating Companies, in an effort to bring about better insurance conditions relative to rates of insurance and improvement of the properties of railway and lighting companies.

I will not attempt to enter into detail, but will only say as a result of the effort of the several committees, a proposition will be made by a large number of the old line stock insurance companies to establish a central bureau for rating and inspections of electric railway and lighting properties. Details of this plan will be submitted to the Executive Committee of your Asscia-tion.

The American Railway Insurance Company has been invited to co-operate and will be made a channel through which you can obtain at least a portion of your insurance at actual cost, and with your co-operation this company can aid you in obtaining the very best possible contract with the old line insurance companies. I thank you.

VICE-PRESIDENT BLACK:—The next in order will be the report of the Supervising Committee to Co-operate in the Preparation of the New Electric Railway Dictionary to Be Published by the McGraw Publishing Company. Mr. Winsor, president of our Engineering Association, and a member of the committee, will read the report.

REPORT OF THE SUPERVISING COMMITTEE TO CO-OPERATE IN THE PREPARATION OF THE NEW ELECTRIC RAILWAY DICTIONARY TO BE PUBLISHED BY THE McGRAW PUBLISHING COMPANY.

To the American Street and Interurban Railway Association:

GENTLEMEN:—Your committee, appointed to supervise the preparation of an Electric Railway Dictionary, to be published by the McGraw Publishing Company, of New York, begs to report progress.

A meeting of the committee was held at the offices of the McGraw Publishing Company on June 8, at 10 A. M., and those present were: H. H. Adams, chairman; Paul Winsor and Rodney Hitt, editor of the dictionary. Several matters relating to the dictionary were discussed, and the editor reported progress in its preparation.

The presentation of details of construction of steel subway and elevated cars was discussed, and the committee decided that the latest type of steel subway cars should be illustrated in reasonable detail, but that no attempt be made to completely illustrate all types of cars of this class, which would be of interest to only a small proportion of the users of the dictionary.

A tentative outline plan of arrangement of the dictionary was submitted by the editor, and approved in main by the committee.

The editor was instructed to prepare definitions and submit them to the members of the committee in proof form, before going to press. So far as possible the editor was instructed by the committee to follow the terms generally adopted by steam railways as defined in "The Car Builders' Dictionary."

The editor was instructed, wherever possible, to bring together representatives of the manufacturers of similar devices to agree, if possible, on standard names for the same or similar parts.

At this meeting in June the editor reported considerable progress in the preparation of definitions, and in the receipt of material for illustrations from manufacturers and others.

The progress of the work is necessarily slow, but it is confidently expected that the volume will be ready for distribution before the next meeting of the Association.

The committee respectfully requests that it be continued for another year, when it hopes to make a final report, accompanied by a complete copy of the dictionary. Respectfully submitted,

H. H. Adams, *Chairman,*
Paul Winsor,
Richard McCulloch,
Supervising Committee to Co-operate in the Preparation of the New Electric Railway Dictionary.

(On motion, duly seconded and carried, the report of the committee was adopted and the committee continued.)

Vice-President Black:—We have a communication to be read by the secretary in regard to the award of the Brill prize by the J. G. Brill Company for the three best theses on a design of an electric railway car for city service.

Secretary Swenson:—At the 1908 convention a communication was presented before this Association from the J. G. Brill Company, announcing its intention to award certain

prizes for the best three designs of an electric railway car for city service, and requesting that the Association appoint a judge to act with two other judges, one to be appointed by the *Electric Railway Journal* and the other by the J. G. Brill Co. The president of our Association appointed as judge Mr. Wm. A. House, president of the United Railways and Electric Company of Baltimore, but through some unforeseen circumstances he was unable to act with the other members of that jury. The award has been made by the other two members of the jury, and Mr. House has acquiesced in this. I will read the letter from Mr. Curwen.

THE J. G. BRILL COMPANY

CARS AND TRUCKS

PHILADELPHIA, PA.,
October 1, 1909.

MR. BERNARD V. SWENSON,
Secretary American Street and Interurban Railway Association,
39 West 39th Street, New York City.

DEAR SIR:

Owing to regrettable but unforeseen circumstances, there was a delay in placing the theses in the hands of Mr. Wm. A. House, the member of your Association appointed on the jury to award the prizes offered by The J. G. Brill Company for essays on the subject, "Design of an Electric Railway Car for City Service." This delay made it impossible for Mr. House to give the necessary time to the examination of the essays and to report to the Association regarding them.

The other members of the jury—Mr. H. W. Blake, editor of the *Electric Railway Journal,* and myself—examined the theses and decided that in the order of their merit the prizes should be awarded as follows:

First prize and the John A. Brill Memorial Medal:—Chas. T. Ripley, University of Illinois. Residence, 414 Maple Avenue, Oak Park, Ill.

Second Prize:—Victor D. Dressner, Polytechnic Institute of Brooklyn. Residence, 2460 Seventh Avenue, New York City.

Third Prize:—Robert Thomas Pollock, Worcester Polytechnic Institute, Address Ashland, Mass.

The theses of above contestants are sent you herewith for the inspection of any of your members who may care to examine them.

Very truly yours,

SAM'L M. CURWEN,
Vice-President.

VICE-PRESIDENT BLACK:—Gentlemen, you have heard the award. Will some gentleman move the acceptance of the report and the continuance of the jurors? The same project, I suppose, will be continued during the ensuing year and an award will be made at the next convention.

(On motion, duly seconded, the report of the jurors awarding the Brill prize was accepted.)

VICE-PRESIDENT BLACK:—The next business is the report of the Committee on Nominations, Mr. E. C. Foster, of New Orleans, chairman.

REPORT OF THE COMMITTEE ON NOMINATIONS.

To the American Street and Interurban Railway Association:

GENTLEMEN:—The Committee on Nominations presents an entirely unanimous report and suggests for your action the names of the following gentlemen for election to the respective offices in this Association:

For President—James F. Shaw, of Boston, Mass.

For First Vice-President—Arthur W. Brady, of Anderson, Ind.

For Second Vice-President—Thomas N. McCarter, of Newark, N. J.

For Third Vice-President—Geo. H. Harries, of Washington, D. C.

For Fourth Vice-President—Chas. N. Black, of San Francisco, Cal.

For Members of the Executive Committee—The President, Vice-Presidents and H. S. Swift, of Toledo, Ohio, president of the Accountants' Association; F. H. Lincoln, of Philadelphia, Pa., president of the Engineering Association; E. C. Carpenter, of Anderson, Ind., president of the Claim Agents' Association, and R. I. Todd, of Indianapolis, Ind., president of the Transportation and Traffic Association.

Respectfully submitted,

E. C. FOSTER, *Chairman,*
H. A. NICHOLL,
JOHN A. BEELER,
R. T. LAFFIN,
W. G. ROSS,
Committee on Nominations.

MR. BRADY:—I move that that portion of the report which refers to the election of the president be approved and that the secretary be instructed to cast the vote of all present in favor of Mr. Shaw as president for the ensuing year.

(This motion was duly seconded and carried unanimously.)

MR. HAY:—I move that the secretary be requested to cast

the ballot of the Association for the remaining names on the report of the committee.

(This motion was variously seconded and carried unanimously.)

The secretary then cast the ballot of the Association for the election of Mr. Shaw as president and for the election of the other officers as named in the report of the Committee on Nominations.

(Mr. Shaw was then escorted to the chair by various members of the Association, amid enthusiastic applause.)

President Shaw :—I appreciate very much the honor which you have paid me again this year. To be elected for one year is indeed a great compliment, but I consider a re-election a far greater one. In accepting this re-election, I realize you have the right to expect even better results than have been obtained during the past year. I can only give you the assurance of my very best efforts, with the hope that with the hearty co-operation of the officials of member companies, the coming year shall be one of the most successful in the history of the Association. I hope everyone who has given his time to the convention this year feels fully repaid for coming here, and that you will return to your homes enthusiastic about the Association and try to enlist among our members a great many other companies in the various states of the Union and Canada and Mexico who are not now members of our organization. There are 1,275 operating companies within this territory, of which only 321 are members of our Association, and I believe that if we can take up that work immediately upon our return home, instead of delaying it, that the results will be highly advantageous. Go out among the other companies and talk enthusiastically about our Association; show them the various important reports and papers that have been before us this year, and if you will do this I think you will be successful in largely increasing our membership. Gentlemen, I appreciate very much this compliment, and I hope the result of the next year will be satisfactory to you. I thank you.

While it has not been customary for the vice-presidents to formally accept their election, I am going to ask each of them to say a word to you about the work of the Association. They

have much advice and wisdom stored up within them, and I know we would all be very glad to hear from them once more before we close. I would like to hear from Mr. Brady.

VICE-PRESIDENT BRADY:—I may have some advice and wisdom stored up within me, but, if so, I do not know exactly how to let it out. I appreciate very much the honor which the convention has conferred upon me, and I believe this Association is growing rapidly in usefulness. I do not think it has even approached the maximum of its usefulness as yet, and I believe that, with Mr. Shaw at the head, and with the support of the various companies the country over, the year before us will be even more successful than the one just concluded.

PRESIDENT SHAW:—Mr. McCarter, have you anything to say?

VICE-PRESIDENT MCCARTER:—I have nothing stored up. I let it all out about an hour ago.

PRESIDENT SHAW:—General Harries.

VICE-PRESIDENT HARRIES:—Mr. President, I have no more to say than that of course I am gratified at the wisdom shown by the Committee on Nominations, in my own case at least, and I will endeavor so to conduct myself that they will have no cause for regret.

PRESIDENT SHAW:—Mr. Black, we would like to hear from you.

VICE-PRESIDENT BLACK:—Mr. President and gentlemen, I wish to thank the Association for the honor conferred upon me, and I can only say that if we can secure the co-operation of all the members of this Association, our success in the future is absolutely assured.

PRESIDENT SHAW:—The next business is the reports of the Committees on Resolutions.

VICE-PRESIDENT HARRIES:—Before the report of the Committee on Resolutions I might say that I have received a telegram from our dear friend Mr. Ely, in which he reports that his wife, whose illness prevented him from attending the meeting is rapidly recovering. He also sends his congratulations and best wishes to the convention.

PRESIDENT SHAW:—We will hear the reports of the Committees on Resolutions.

REPORT OF THE COMMITTEE ON MEMORIAL RESOLUTIONS.

To the American Street and Interurban Railway Association:

GENTLEMEN:—Your committee appointed to draw up resolutions on the deaths of Messrs. Thomas Lowry and Howard F. Grant begs to submit the following report:

I. WHEREAS, In the death of Thomas Lowry, the great Northwest has suffered an irreparable loss and the Association has been deprived of one of its most highly respected members, and a Past President, it is hereby

Resolved, That the American Street and Interurban Railway Association place on record its profound regret at this sad occurrence, depriving the country of a pioneer in the great street railway industry and,

Resolved, That this Association make acknowledgment also of those personal qualities of head and heart that have endeared him to all who knew him, and that copies of this resolution be sent to his family and associates.

II. WHEREAS, The American Street and Interurban Railway Association in the death of H. F. Grant has suffered the loss of a very active member, whose services have been of great value at all times in the past, and a man of mature and sound judgment, it is hereby

Resolved, That these expressions of grief at the death of this accomplished member be spread upon the minutes of this Association and that copies of this resolution be furnished to his family and business associates.

REPORT OF THE COMMITTEE ON RESOLUTIONS CONCERNING CONVENTION MATTERS.

To the American Street and Interurban Railway Association:

GENTLEMEN:—Your Committee on Resolutions begs to submit the following report:

I. WHEREAS, The members and guests of the American Street and Interurban Railway Association are deeply indebted to the Mayor of Denver, to the City Officials, to the Chamber of Commerce, to the Convention League, and to the citizens of Denver generally, for the always-working welcome extended, and for many gracious acts " to the strangers within their gates"; *Therefore, be it*

Resolved, That this Association hereby gives expression to its gratitude, and wishes that to the City of Denver and her people may come, and with them abide, all manner of long-lived happiness and prosperity.

II. WHEREAS, The American Street and Interurban Railway Association has been the recipient and beneficiary of practically unlimited hospitality at the hands of The Denver City Tramway Company; its

President, Mr. W. G. Evans; its Vice-President, Mr. John A. Beeler, and every employe of theirs with whom our membership has come in contact; *Therefore, be it*

Resolved, That the hearty and sincere thanks of this Association be, and they are hereby, tendered to the organization and gentlemen herein named or indicated for their generous goodness and effective, yet unassuming courtesy—typical of such an effectively maintained and operated public service corporation.

III. WHEREAS, Members of this and its affiliated associations have during the past year devoted much time and highly intelligent energy to the compilation of reports and papers, to the end that members be more fully equipped for their important duties to their corporations and the public, *Therefore, be it*

Resolved, That the thanks of this Association are due and are given to those who have contributed in such practical manner to the efficiency of the Association.

IV. WHEREAS, The American Street and Interurban Railway Manufacturers' Association has, through its great exhibit, its practically operated spirit of helpfulness and good-fellowship, and its entertainment, more than maintained its high repute for thoroughness, and has contributed beyond measure to the success of this convention, *Therefore, be it*

Resolved, That the American Street and Interurban Railway Association hereby places on record its grateful appreciation of the deeds done and of the men who did them.

V. WHEREAS, The technical press has rendered invaluable assistance in the broad field of electric endeavor, and has aided materially in electric accomplishment; all with unswerving loyalty to the principles governing the American Street and Interurban Railway Association, *Therefore, be it*

Resolved, That the cordial thanks and warm expressions of regard of this Association are hereby tendered to our colaborers in the great works of transportation improvement and public education.

Respectfully submitted,

GEO. H. HARRIES, *Chairman;*
H. C. PAGE,
P. P. CRAFTS.
Committee on Resolutions.

(On motion, duly seconded and carried, the report was adopted as read.)

PRESIDENT SHAW:—Is there any other business? If not, a motion to adjourn is in order.

On motion, the convention adjourned *sine die.*

CONTRIBUTORS TO DISCUSSIONS.

The following is a complete list of the names, official titles and addresses of those who participated in the discussions at the Convention of the American Association.

The page references will be found in the *General Index.*

Adams, J. L., General Superintendent Railways, Norfolk & Portsmouth Traction Co., Norfolk, Va.

Black, Chas. N., Vice-President, United Railroads of San Francisco, San Francisco, Cal.

Blake, H. W., Editor *Electric Railway Journal,* New York, N. Y.

Brady, A. W., President, Indiana Union Traction Co., Anderson, Ind.

Crafts, P. P., General Manager Iowa & Illinois Railway Co., Clinton, Ia.

Evans, W. G., President, The Denver City Tramway Co., Denver, Col.

Foster, E. C., 2nd Vice-President, New Orleans Railway & Light Co., New Orleans, La.

Gonzenbach, Ernest, President, Sheboygan Light, Power & Railway Co., Sheboygan, Wis.

Harries, Gen. Geo. H., 2nd Vice-President, Washington Railway & Electric Co., Washington, D. C.

Hay, T. A. H., President, Northampton Traction Co., Easton, Pa.

Hegarty, D. A., General Manager, Little Rock Railway & Electric Co., Little Rock, Ark.

McCarter, Thos. N., President, Public Service Corporation of New Jersey, Newark, N. J.

Shaw, James F., President, Citizens Electric Street Railway Co., Newburyport, Mass.

Staats, H. N., Vice-President, American Railway Insurance Co., Cleveland, O.

Swenson, B. V., Secretary, American Street and Interurban Railway Association, New York, N. Y.

CONSTITUTION AND BY-LAWS

OF THE

AMERICAN STREET AND INTERURBAN RAILWAY ASSOCIATION.

CONSTITUTION.

Name and Location.

I. a. The name of the Association shall be the "American Street and Interurban Railway Association."

b. The headquarters of the Association shall be located in the City of New York.

Objects.

II. The objects of the Association shall be as follows:

(a) The discussion and recommendation of methods of construction, management and operation of street and interurban railways, and of safeguarding the interests of the same.

(b) The establishment and maintenance of a spirit of co-operation among the members, and the encouragement of friendly relations between the companies and the public.

(c) The acquisition of experimental, statistical and scientific knowledge relating to the construction, equipment and operation of street and interurban railways and the diffusion of this knowledge among the members.

Members.

III. The membership of this Association shall consist of two classes as follows:

(a) Active Members, consisting of American street and interurban railway companies, or lessees, or individual owners of street and interurban railways. Each member shall be entitled to one vote, which shall be cast by the properly accredited delegate.

(b) Associate Members, consisting of individuals, co-partnerships and corporations, who are actively identified with street and interurban railway interests, and other persons who in the opinion of the Executive Committee have had experience of such a nature as to render desirable their connection with the Association. The privileges of the associate members shall be similar to those of the active members excepting that they shall not be entitled to vote or hold office, nor shall they have the privileges of the floor unless permitted by the Association.

Amendments.

IV. This Constitution may be amended by a two-thirds vote of the members present at a regular meeting, provided the proposed amendment shall have the approval of two-thirds of the Executive Committee, and provided that a copy shall have been sent to each of the active members at least thirty days prior to the date of the meeting at which the proposed amendment is to be acted upon.

BY-LAWS.

Election of Members.

I. Every applicant shall signify his desire to the Secretary, enclosing the requisite fee. All applications for membership shall be referred to the Executive Committee, a two-thirds vote of the members of the Executive Committee by ballot being necessary to election. In case of rejection the membership fee shall be returned. The Executive Committee shall report at each meeting the names of new members elected.

Officers.

II. (a) The officers shall consist of a President, Vice-Presidents equal in number to the number of affiliated associations, a Treasurer and a Secretary. The officers shall assume their duties immediately after the meeting at which they are elected.

(b) The President and Vice-Presidents of the Association shall be elected at the Annual Meeting of the Association. All such elections shall be by ballot, and a majority of the votes of all the members present shall be necessary to an election. The Secretary and Treasurer shall be appointed by the Executive Committee. The offices of Secretary and Treasurer may be held by one and the same person; and the work of the Treasurer's office shall be performed in the Secretary's office.

President and Vice-Presidents.

III. The President shall be the chief executive officer of the Association. He shall preside at the meetings of the Association and of the Executive Committee. In the absence of the President any duties devolving upon him may be performed by one of the Vice-Presidents.

Treasurer.

IV. The duties of the Treasurer shall be to receive, safely keep and account for all moneys of the Association; to keep correct accounts of the same, and to pay all bills approved by the President. He shall make an annual report to be submitted to the Association. He shall

give a bond to the President in such sum, and with such sureties as shall be approved by the Executive Committee. He shall be paid a salary fixed by the Executive Committee.

Secretary.

V. The duties of the Secretary shall be as follows:

(a) To take minutes of all proceedings of the Association and of the Executive Committee and to enter them in books proper for the purpose.

(b) To conduct the correspondence of the Association.

(c) To read minutes and notices of all meetings and to present papers and communications if the authors wish it.

(d) To collect and file for the benefit of the members information and statistics regarding matters relating to the purposes of the Association.

(e) To receive applications for membership and to lay such before the Executive Committee.

(f) To attend to the publication of the proceedings of this Association; and, in conjunction with the Secretaries of the affiliated associations, to the publication of the proceedings of such affiliated associations.

(g) To send notices to all members of the Association at least thirty days before each meeting, mentioning papers to be read and any special business to be brought before the meeting.

(h) To perform such other duties as may be required of him by the Constitution and By-Laws, and such duties as may be assigned him by the Executive Committee.

The office of the Secretary shall be maintained at the headquarters of the Association. He shall be paid a salary fixed by the Executive Committee.

The Executive Committee.

VI. (a) The entire charge and management of the affairs of the Association shall be in the hands of an Executive Committee, which shall consist of the President, the Vice-Presidents, and one member appointed by each of the affiliated associations. The Executive Committee shall make arrangements for carrying out the objects of the Association.*

(b) The Executive Committee shall hold a regular meeting before each regular annual meeting of the Association, and shall hold such special meetings as may be necessary. Such special meetings may be called by the President or by any five members of the Executive Committee. A majority of the members of the Executive Committee shall constitute a quorum at all meetings.

The Secretary shall give such reasonable notice of all meetings as the committee shall by vote prescribe, and all such notices shall, as

* For amendment to this paragraph, adopted at the 1907 convention, see page 204.

far as practicable, specify the business to be brought to the attention of the committee at such meetings.

(c) The Executive Committee may assign to its allied association, the American Street and Interurban Railway Manufacturers' Association, the management of the exhibit features of the annual conventions, and it may arrange with the said Manufacturers' Association the details of such entertainments as may be given in connection with the annual conventions of this Association.

(d) The Executive Committee shall present a report to each regular annual meeting of the Association, and shall include in such report the names of members elected during the year, and its recommendations for the future work of the Association.

Meetings.

VII. (a) Regular annual meetings of the Association shall be held at such time between the fifteenth day of September and the fifteenth day of December, in each year, as the Executive Committee may decide to be best suited to the locality in which the meeting is to be held; the time to be decided upon and each member notified of the selection by the first day of May in the year in which the meeting is to be held. Special meetings may be held upon the order of the Executive Committee. Notice of every meeting shall be given by the Secretary, in a circular addressed to each member, at least thirty days before the time of the meeting. Fifteen members shall constitute a quorum at any meeting.

(b) At all meetings of the Association discussion shall be limited to active members; provided, however, that special privileges may be accorded others at the will of the meeting.

(c) At any regular or special meeting, executive sessions may be held. Such sessions shall be open to active members only.

Order of Business.

VIII. The regular order of business shall be:

1. Reading of minutes of last meeting.
2. Report of the executive committee.
3. Address of the president.
4. Report of the treasurer.
5. Reports of standing committees.
6. Reports of special committees.
7. Reports from affiliated associations.
8. Reading and discussion of papers.
9. General business.
10. Election of officers.

Committee of Subjects.

IX. In order to secure continuity of work and uniformity of general purpose, a Committee on Subjects shall be appointed each year by the

Executive Committee. The function of this committee shall be to suggest topics for the work of the American Street and Interurban Railway Association and its affiliated associations for each year in advance.

The committee shall consist of one member from each of the affiliated associations and a number from the American Street and Interurban Railway Association equal to the total number from the affiliated associations. The committee, at each annual meeting, shall present its plans for the coming year.

Voting.

X. All votes except as herein otherwise provided, shall be *viva voce*; and in case of a tie, the presiding officer shall vote.

Reading of Papers.

XI. All papers read at the meetings of the Association must relate to matters connected with the objects of the Association and must have been previously approved by the Executive Committee.

Affiliated Associations.

XII. This Association shall do all in its power to promote the welfare of other associations organized with its approval to investigate technical matters connected with street and interurban railway construction and operation. To this end it will, in the following ways, and in others which may be determined by the Executive Committee, assist in the work of such affiliated associations:

(a) By authorizing the formation and approving the constitutions of such associations.

(b) By admitting to the Executive Committee a member from each of such associations.

(c) By granting financial assistance to such associations.

(d) By editing, printing and binding the reports of the proceedings of such associations.

(e) Through its Secretary and Executive Committee it will assist in arranging for conventions, suggesting suitable subjects for investigation; it will file information for reference and distribution, and in every way endeavor to stimulate interest in all of the affiliated associations.

Papers, Drawings, Etc.

XIII. All papers, drawings and models submitted to the meetings of the Association shall remain the property of the owners; subject, however, to retention by the Executive Committee for examination and use, but at the owner's risk.

Fees.

XIV. Active members shall pay an admission fee of ten dollars and annual dues payable in advance based on gross earnings from rail-

way operation during the preceding fiscal year of the respective companies as follows:

	Gross Receipts.			Annual dues.
Under	$50,000			$15 00
Between	50,000	and	$100,000	25 00
"	100,000	"	250,000	50 00
"	250,000	"	500,000	75 00
"	500,000	"	1,000,000	100 00
"	1,000,000	"	2,000,000	150 00
"	2,000,000	"	3,000,000	200 00
"	3,000,000	"	4,000,000	250 00
"	4,000,000	"	5,000,000	300 00
"	5,000,000	"	6,000,000	350 00
"	6,000,000	"	7,000,000	400 00
"	7,000,000	"	8,000,000	450 00
"	8,000,000	"	9,000,000	500 00
"	9,000,000	"	10,000,000	550 00
	10,000,000	"	over	600 00

Associate members shall pay in advance an annual fee of five dollars.

Arrears.

XV. No member whose annual payment shall be in arrears shall be entitled to vote.

Withdrawal.

XVI. Any member may retire from membership by giving written notice to that effect to the Secretary, and the payment of all annual dues to that date, but shall remain a member and liable to the payment of annual dues until such payments are made, except as hereinafter provided.

Expulsion.

XVII. A member may be expelled from the Association by the vote of two-thirds of the members present at any regular meeting of the Association, upon the written recommendation of the Executive Committee.

Rules of Order.

XVIII. All rules not provided for in these By-Laws shall be those found in "Roberts' Rules of Order."

Amendments.

XIX. All propositions for adding to or altering any of these By-Laws shall be laid before the Executive Committee, which shall bring them before the next regular meeting of the Association, if it shall consider such course desirable; and it shall be the duty of the Committee to do so, on the request, in writing, of any five members of the Association.

Amendment to the By-Laws.

(Adopted at 1907 convention.)

VI. (a) The entire charge and management of the affairs of the Association shall be in the hands of an Executive Committee, which shall consist of the President, the Vice-Presidents and one member appointed by each of the affiliated associations; and all the Past Presidents of the American Street and Interurban Railway Association and its predecessor, the American Street Railway Association, these Past Presidents to be honorary members of the Executive Committee, but without the power to vote at meetings of the committee. The Executive Committee shall make arrangements for carrying out the objects of the Association.

MEMBER COMPANIES AND THEIR OFFICERS.

(Arranged Alphabetically According to the Names of Companies.)

Adrian Street Railway Co., Adrian, Mich.

President and General Manager, C. F. Franklin; Vice-President and Treasurer, W. F. Nutt; Secretary, F. E. Priddy; Auditor, H. S. Swift; Superintendent, M. E. Ingersoll; Purchasing Agent, T. U. Franklin; Chief and Electric Engineer, I. P. Schofield; Roadmaster, John S. Deiter; Engineer Maintenance of Way, L. T. Owen.

Alabama City, Gadsden & Attalla Railway Co., Gadsden, Ala.

President, G. H. Schuler; Secretary and Treasurer, E. T. Schuler; Assistant Secretary, M. I. Schuler; Superintendent, Electrical Engineer and Park Manager, C. J. Zell.

Albia Interurban Railway Co., Albia, Iowa.

President, L. T. Richmond; Vice-President, C. A. Ross; Secretary, Calvin Manning; Treasurer, E. C. Manning; General Manager, Superintendent and Purchasing Agent, W. E. Gant; Chief Engineer, C. B. Judd.

Allegheny Valley Street Railway Co., Tarentum, Pa.

President, W. L. Mellon; Secretary, Geo. S. Davison; Treasurer, R. B. Mellon; Auditor, J. F. Sturgeon; General Manager and Purchasing Agent, Frank McCoy; Superintendent and Claim Agent, Jno. Allen; Chief and Electrical Engineer, Jno. M. Milliken; Engineer of Power Station, R. W. Barnwell; Electrical Engineer and Master Mechanic, H. F. Mentzell; Roadmaster, Jas. May.

Allen Street Railway Co., Nazareth, Pa.

President, Chas. T. Hess; Secretary and Treasurer, Geo. H. Kressler; General Manager, Purchasing Agent and Chief Engineer, N. K. Putnam.

Altoona and Logan Valley Electric Railway Co., Altoona, Pa.

President, J. J. Sullivan; Vice-President, H. J. Crowley; Secretary and Treasurer, C. L. S. Tingley; Assistant Secretary and Assistant Treasurer, W. W. Perkins; Comptroller, F. J. Pryor, Jr.; General Manager, S. S. Crane; Claim Agent, S. B. Hare; Chief Engineer, A. S. Kibbe; Mechanical Engineer, Jas. Honor; Superintendent of Transportation, L. T. Shannon; Master Mechanic, W. H. Dickson.

Asheville & East Tennessee Railroad, Asheville, N. C.

President, Jno. H. Carter; Vice-President and General Manager, R. S. Howland; Secretary, G. W. Epps; Treasurer, M. M. Howland; Superintendent, M. A. Lominac; Electrical Engineer, R. A. Pratt; Chief Engineer, B. M. Lee.

Asheville Electric Co., Asheville, N. C.

President, J. E. Rankin; Vice-President, C. N. Mason; Secretary and General Manager, H. W. Plummer; Treasurer, H. M. Francis.

Astoria Electric Co., Astoria, Ore.

President, S. Z. Mitchell; Vice-President, S. S. Gordon; Secretary, General Manager, Purchasing Agent and Electrical Engineer, D. F. McGee; Treasurer, A. E. Smith; Auditor, J. G. Hawkins.

Athens Electric Railway Co., Athens, Ga.

President, J. Y. Carithers; Vice-President, W. S. Holman; Secretary and Treasurer, W. T. Bryan; General Manager, C. D. Flanigen; Auditor, C. D. Cox; General Superintendent, C. L. Proctor.

Atlantic Coast Electric Railroad Co., Asbury Park, N. J.

President and General Manager, S. F. Hazelrigg; Vice-President, H. H. Rogers; Secretary and Auditor, G. B. Cade; Treasurer, H. H. Rogers, Jr.; Superintendent, C. E. Hereth.

Atlantic Shore Line Railway, Kennebunkport, Me.

President, G. B. Goodall; Vice-President, A. S. Bosworth; Secretary, F. J. Allen; Treasurer, L. B. Goodall; Assistant Treasurer, Sterling T. Dow; Auditor, J. W. Leavitt; General Manager and Purchasing Agent, Edw. B. Kirk; Trainmaster and Assistant to General Manager, L. H. McCray; Electrical Engineer, R. L. Morley; Master Mechanic, W. J. Dunston; Roadmaster, P. J. Dunn.

Augusta & Aiken Railway Co., Augusta, Ga.

President, C. C. Tegethoff; Vice-President, James U. Jackson; Secretary, W. S. Johnson; Treasurer, C. C. Tegethoff; Assistant Secretary and Treasurer, T. C. Vason; General Manager, Jas. R. League; Auditor, F. B. Culley; Superintendent of Transportation, E. E. Mitchell; Chief Engineer and Road Master, John H. Adams; Master Mechanic, O. B. Eve.

AURORA, ELGIN & CHICAGO RAILROAD CO., Wheaton, Ill.

President, L. J. Wolf; Vice-President, M. J. Mandelbaum; Secretary and Treasurer, H. C. Lang; General Manager, Edwin C. Faber; Auditor, C. E. Flenner; Superintendent of Transportation, B. E. Merwin; Chief Engineer, Charles J. Jones; Electrical and Mechanical Engineer, Edward F. Gould; Master Mechanic, E. P. Doyle.

AUSTIN ELECTRIC RAILWAY CO., Austin, Tex.

President and General Manager, W. J. Jones; Vice-President, F. H. Watriss; Secretary, C. V. Peel; Treasurer, E. P. Wilmot; Chief Engineer, J. M. Aday; Electrical Engineer, J. Eggeling; Superintendent of Transportation, Charles Ing; Master Mechanic and Superintendent of Equipment, W. H. Burdett.

BANGOR RAILWAY & ELECTRIC CO., Bangor, Me.

President and General Manager, John R. Graham; Vice-President, Frank Silliman, Jr.; Secretary, Geo. T. Sewall; Treasurer, Howard Corning; Auditor, Charles A. Pearson, Jr.; Superintendent of Railway, Charles H. Johnson; Chief Engineer, C. M. Tolman; Claim Agent, D. F. Snow.

BARTLESVILLE INTER-URBAN RAILWAY CO., Bartlesville, Okla.

President, Joseph J. Curl; Vice-President, Geo. B. Keeler; Secretary, Frank Overlees; Treasurer, W. A. Smith.

BAY CITY TRACTION & ELECTRIC CO., Bay City, Mich.

President, H. D. Wallbridge; First Vice-President, J. E. Davidson; Second Vice-President, B. C. Cobb; Secretary and Auditor, H. G. Kessler; Treasurer, J. W. Glendenning; General Manager, J. F. Collins; Chief Engineer, F. J. Gavagan; Claim Agent, P. J. Cunningham.

BEAUMONT TRACTION CO., Beaumont, Tex.

Receiver, J. F. Weed; President, L. H. Dinkins.

BENTON HARBOR-ST. JOE RAILWAY & LIGHT CO., Benton Harbor, Mich.

President and Treasurer, C. K. Minary; Vice-President, Wm. Jarvis; Secretary, L. W. Botts; General Manager, H. C. Mason; Auditor J. H. Seibly.

BINGHAMTON RAILWAY CO., Binghamton, N. Y.

President, G. Tracy Rogers; Vice-Presidents, George W. Dunn, George E. Green; Secretary, John B. Rogers; Treasurer, H. C. Hardie; General Manager, Auditor and Claim Agent, J. P. E. Clark; Chief Engineer, J. H. Cole.

BIRMINGHAM RAILWAY, LIGHT & POWER CO., Birmingham, Ala.

President and General Manager, A. H. Ford; Secretary, Joseph P. Ross; Treasurer and Auditor, C. M. Cory; Business Superintendent, M. S. Sloan; Superintendent Railway Department, George H. Harris; Claim Agent, C. A. Avant; Superintendent of Power, P. E. Mitchel.

BLUESTONE TRACTION CO., Bluefield, W. Va.

President, Edwin Mann; Vice-President, John V. Walters; Secretary and Treasurer, W. C. Pollock; General Manager, T. M. Walizer.

BOSTON ELEVATED RAILWAY CO., Boston, Mass.

President, W. A. Bancroft; Vice-President, C. S. Sergeant; Assistant to Vice-President, C. H. Hile; Secretary and Real Estate Agent, Daniel L. Prendergast; Treasurer, H. L. Wilson; General Auditor, J. H. Neal; General Attorney, Russell A. Sears; Purchasing Agent, Edward Mahler; Chief Engineer of Motive Power and Rolling Stock, Paul Winsor; Electrical Engineer, John W. Corning; Chief Engineer Elevated and Subway Construction, G. A. Kimball; Superintendent of Rolling Stock and Shops, John Lindall; Superintendent of Transportation, George R. Tripp; Superintendent of Tracks, R. Hapgood; Superintendent of Power Stations, J. D. Andrews; Superintendent of Power Distribution, William Masters; Superintendent of Wires and Conduits, J. P. Boyden; Superintendent of Inspection, C. E. Learned.

BOSTON & MAINE RAILROAD CO., Concord, N. H.

Chief Electrician, F. D. Hall.

BOSTON & NORTHERN STREET RAILWAY CO., Boston, Mass.

President, P. F. Sullivan; Vice-President and General Manager, Robert S. Goff; Assistant General Manager, H. E. Reynolds; Secretary, Charles Williams; Treasurer and Purchasing Agent, C. R. Rockwell; Assistant Treasurer, J. H. Goodspeed; General Auditor, D. Dana Bartlett; General Claim Agent, W. A. Rice; Passenger Agent, H. A. Faulkner; Superintendent of Motive Power and Machinery, C. F. Bancroft; Electrical Engineer, G. W. Palmer, Jr.; Superintendent of Equipment, E. W. Holst; Superintendents, F. C. Wilkinson and Thomas Lees.

Boston & Worcester Street Railway Co., Boston, Mass.

President, W. M. Butler; Vice-President, A. E. Childs; Secretary and Treasurer, G. A. Butman; General Superintendent, E. P. Shaw, Jr.; Auditor, General Passenger and Ticket Agent, A. E. Stone; Chief Engineer, E. H. Rogers.

Bridgeton & Millville Traction Co., Bridgeton, N. J.

President, J. J. Sullivan; Vice-President, Henry J. Crowley; Secretary and Treasurer, C. L. S. Tingley; Assistant Secretary and Treasurer, W. W. Perkins; Comptroller, Frank J. Pryor, Jr.; General Manager, B. Frank Hires; Chief Engineer, A. S. Kibbe; Master Mechanic, A. M. Sharp.

British Columbia Electric Railway Co., Ltd., Vancouver, B. C.

Chairman, R. M. Horne-Payne; Secretary, Geore Kidd; General Manager, R. H. Sperling.

Brockton & Plymouth Street Railway Co., Plymouth, Mass.

President, J. D. Thurber; Vice-President, C. I. Litchfield; Second Vice-President, F. S. Pratt; Treasurer, Henry R. Sawyer; Clerk, Alvah K. Todd; Acting Manager, Howard F. Eaton; Chief Engineer, W. R. Morton.

Brooklyn Heights Railroad Co., Brooklyn, N. Y.

President, Edwin W. Winter; Vice-President, T. S. Williams; Vice-President and General Manager, J. F. Calderwood; Secretary and Treasurer, C. D. Meneely; Assistant General Manager, W. S. Menden; Comptroller, Howard Abel; General Counsel, Geo. D. Yeomans; Electrical Engineer, C. E. Roehl; Engineer Way and Structure, C. L. Crabbs; Purchasing Agent, Lincoln Van Cott; Superintendent Power, H. A. Robbins; Superintendent Equipment, W. G. Gove; Superintendent Surface Lines, W. Seibert; Superintendent Elevated Lines, J. J. Dempsey; Claim Agent, I. Isaacsen; General Freight Agent A. R. Piper.

Bucks County Electric Railway Co., Newtown, Pa.

President, Frank Battles; Vice-President, W. Frederick Snyder; Secretary and Assistant Treasurer, J. L. Richter; Treasurer, H. H. Harrison; General Manager, W. H. Janney; Chief Engineer, G. W. Ettenger; Superintendent, John W. Keener.

Buffalo and Lake Erie Traction Co., Buffalo, N. Y.

President, Jos. B. Mayer; Vice-Presidents, L. B. Grant and J. C. Calisch; Secretary and Treasurer, M. J. Dodge; General Manager, M. C. Brush; General Auditor, M. J. Binkley; Chief Engineer, C. A. Alderman; Electrical Engineer, A. R. Myers; Claim Agent, C. G. Lohman; Master Mechanic, C. E. Lenhart.

Buffalo, Lockport & Rochester Railway Co., Buffalo, N. Y.

Receivers, J. M. Campbell, Milford W. Childs.

Burlington County Railway Co., Hainesport, N. J.

President, H. M. Bougher; Vice-President, W. C. Parry; Secretary, Treasurer and General Superintendent, John S. Gilbert.

Butte Electric Railway Co., Butte, Mont.

President, William A. Clark; Vice-President, Jas. A. MacDonald; Secretary and Treasurer, J. H. Anderson; Auditor, Jas. C. Phillips; General Manager, Jesse R. Wharton; General Superintendent, J. S. Wathey; Mechanical Engineer, C. H. Bucher.

Calumet & South Chicago Railway Co., Chicago, Ill.

President, Glenn E. Plumb; Vice-President, D. M. Cummings; Secretary and Treasurer, O. S. Gaither; Auditor, Wm. R. Gaither; General Manager, J. Burgee; Superintendent, W. A. Burgee.

Cape Breton Electric Co., Ltd., Sydney, N. S.

President, F. S. Pratt; Vice-President, George R. Fearing, Jr.; Secretary, Clement R. Ford; Treasurer, H. B. Sawyer; General Managers, Stone & Webster; Manager, A. F. Townsend; General Superintendent, Walter Ross; Chief Engineer, W. P. Stubbert; Master Mechanic, J. J. Bulley.

Capital Traction Co., Washington, D. C.

President, George E. Hamilton; Vice-President, Henry Hurt; Second Vice-President and General Manager, D. S. Carll; Chief Engineer, J. H. Hanna; Secretary, H. D. Crampton; Treasurer, R. D. Simms.

Carbon Transit Co., Mauch Chunk, Pa.

President, Val Smith; Vice-President, C. H. Latta; Secretary and General Manager, J. F. Geiser; Treasurer, Jno. M. Wolff; Superintendent, L. H. Mountney.

CEDAR RAPIDS AND IOWA CITY RAILWAY & LIGHT CO., Cedar Rapids, Ia.

President and General Manager, Wm. G. Dows; Vice-President, J. H. Smith; Secretary and Treasurer, Isaac B. Smith; Auditor, Charles S. Woodward; Electrical Engineer, W. J. Greene.

CEDAR RAPIDS & MARION CITY RAILWAY CO., Cedar Rapids, Ia.

President, P. E. Hall; Vice-President and Secretary, Henry V. Ferguson; Treasurer, John S. Ely; Auditor, A. M. Wragg; Superintendent, F. L. Disevens; Mechanical and Electrical Engineer, F. W. Lass; Master Mechanic, Elmer E. Veley.

CENTRAL PENNSYLVANIA TRACTION CO., Harrisburg, Pa.

President, Frank B. Musser; Vice-President, B. F. Meyers; Secretary and Treasurer, W. J. Calder; Superintendent Transportation and Park Manager, F. M. Davis; Purchasing Agent, J. O'Connell; Engineer Power Station, John Gehr; Master Mechanic, A. F. Rexroth; Track Foreman, J. M. Anderson; Claim Agent, C. L. Brinser.

CHARLESTON CONSOLIDATED RAILWAY, GAS & ELECTRIC CO., Charleston, S. C.

President, Philip H. Gadsden; Superintendent Railway Division, Theodore W. Passailaigue; Claim Agent, T. B. Huguenin; Electrical Engineer, Wallace W. Fuller; Mechanical Engineer, J. O. Moisson; Auditor, Charles J. Bendt.

CHARLOTTE ELECTRIC RAILWAY, LIGHT & POWER CO., Charlotte, N. C.

President and Treasurer, E. D. Latta; Vice-President, E. B. Springs; Secretary, J. L. Chambers; Auditor, W. R. Graham; General Manager, E. D. Latta, Jr.; Chief Engineer, F. R. Davis; Superintendent, F. D. Gatchell; Claim Agent, T. T. Allison; Master Mechanic R. L. Wommack.

CHATTANOOGA RAILWAY & LIGHT CO., Chattanooga, Tenn.

President, C. M. Clark; Vice-President, M. S. Hopkins; Secretary and Treasurer, G. L. Estabrook; Assistant Secretary and Treasurer, J. C. Lightfoot, Jr.; General Manager, W. E. Boileau; Claim Agent, T. G. Newman; Engineer Maintenance of Way, E. D. Reed; Superintendent Railway Department, G. E. Miller; Superintendent Light and Power Department, F. W. Lawrence; Master Mechanic, Reuben Nave.

Chicago City Railway Co., Chicago, Ill.

President, T. E. Mitten; Vice-President, R. B. Hamilton; Secretary and Treasurer, F. D. Hoffmann; Auditor, J. J. Duck; Chief Engineer, H. B. Fleming; Superintendent Transportation, W. M. Weatherwax; General Claims Agent, A. G. Mitten; Master Mechanic, D. McGill.

Chicago & Joliet Electric Railway Co., Joliet, Ill.

President, J. J. Sullivan; Vice-President, H. J. Crowley; Secretary and Treasurer, C. L. S. Tingley; Assistant Secretary and Treasurer, W. W. Perkins; Comptroller, F. J. Pryor, Jr.; General Manager, J. R. Blackhall; Superintendent of Transportation and Claim Agent, W. H. Huen; Chief Engineer, A. S. Kibbe; Master Mechanic, G. S. Patterson.

Chicago, Lake Shore & South Bend Railway Co., South Bend, Ind.

Vice-President, F. B. Wagner; Secretary and Treasurer, M. H. Wilson; Auditor, F. A. Tilton; General Manager and Purchasing Agent, C. N. Wilcoxon; Superintendent, G. A. Buchanan; Electrical Engineer, F. B. Hume; Engineer Power House, A. Jardine; General Counsel, F. J. L. Meyer.

Chicago & Milwaukee Electric Railroad Co., Highwood, Ill.

Receivers, W. Irving Osborne, D. B. Hanna and George G. Moore; Counsel, Tenney, Coffeen, Harding & Sherman; General Manager and Purchasing Agent, A. W. McLimont; Auditor and Passenger Agent, C. E. Thompson; Superintendent of Transportation, E. J. Bock; Claim and Traffic Agent, E. H. Vivian; Master Mechanic, L. L. Smith; Electrical Engineer, C. R. Phenicie.

Chicago Railways Co., Chicago, Ill.

Chairman of the Board, Henry A. Blair; President and General Manager, J. M. Roach; First Vice-President, Wallace Heckman; Secretary, Frank L. Hupp; Treasurer, Markham B. Orde; Comptroller, F. E. Smith; General Superintendent, Robert R. Hertzog; Chief Engineer, J. Z. Murphy; Claim Adjuster, Frank J. Gatrell.

Chicago, South Bend & Northern Indiana Railway Co., South Bend, Ind.

President, Charles Dieterich; Vice-President, Charles Murdock; Secretary, Samuel T. Murdock; Treasurer, A. F. Dieterich; Auditor and Purchasing Agent, F. H. Cutshall; General Superintendent, R. W. Reynolds; Superintendent Motive Power and Electrician, J. M. Weld.

CHILLICOTHE ELECTRIC RAILROAD, LIGHT & POWER CO., Chillicothe, O.

President, George A. Vaughters; Vice-President, J. P. Phillips; Secretary, E. W. Holland; Treasurer, Michael Kramer; Assistant Manager, F. K. Sexauer.

CHOCTAW RAILWAY & LIGHTING CO., McAlester, Okla.

President, William Busby; Vice-President, C. W. Dawley; Secretary and Treasurer, C. E. Rohrer; Auditor and Claim Agent, O. C. Jacobs; Purchasing Agent, R. H. Busby; Electrical Engineer, James Riley; Chief Engineer Power Station, Ben Bailey; Master Mechanic, E. D. Rasmussen; Roadmaster, J. M. Putnam; Park Manager, A. B. Estes.

CINCINNATI TRACTION CO. (THE), Cincinnati, O.

President, W. Kesley Schoepf; Vice-President, J. B. Foraker, Jr.; Vice-President and General Manager, Dana Stevens; Secretary, Walter A. Draper; Comptroller and Treasurer, W. H. MacAlister; Auditor, A. L. Kasemeier; Assistant General Manager, Thomas Fitzgerald; General Superintendent, R. E. Lee; Chief Engineer, Thomas Elliott; Claim Agent, Walter E. Robinson; Master Mechanic, D. B. Clark.

CITIZENS' ELECTRIC STREET RAILWAY CO., Newburyport, Mass.

President, James F. Shaw; Vice-President, Charles C. Peirce; Secretary and Treasurer, G. A. Butman; Superintendent, O. F. Files.

CITIZENS' LIGHT & TRANSIT CO., Pine Bluff, Ark.

President, J. F. Rutherford; Secretary, W. T. Young; Treasurer and General Manager, F. E. Cherot; Auditor, O. P. Keadle; General Superintendent and Chief Electrician, W. Y. Ellis; Superintendent Transportation, W. P. McGeorge; Engineer Power Station, J. D. Morton; Master Mechanic, Thomas Smith; Claim Agent, T. Y. Murphy.

CITIZENS' RAILWAY & LIGHT CO., Muscatine, Ia.

President, Frank T. Hulswit; Secretary, H. A. Thornton; Treasurer, Ralph S. Child; General Manager, Edwin M. Walker; Superintendent Transportation, William A Stockfield; Master Mechanic, William Vaughan.

CITIZENS' TRACTION CO., THE, Oil City, Pa.

President, Joseph Seep; Vice-President, William Hasson; Secretary and Treasurer, George G. Sloan; General Manager, F. D. Shafer.

Cleveland, Painesville & Eastern Railroad Co., Willoughby, O.

President, E. W. Moore; Vice-President, J. A. Beidler; Secretary, Fred S. Borton; Treasurer, E. V. Hale; Assistant Secretary and Treasurer, E. L. Schmock; General Manager; J. Jordan; Claim Agent, J. C. Ward; Electrical Engineer, George W. Waite; Superintendent of Power and Cars, J. E. Lyons; Master Mechanic, E. Hengst; Road Master, L. J. Ryer.

Cleveland, Southwestern & Columbus Railway Co., Cleveland, O.

President, F. E. Myers; First Vice-President, A. E. Akins; Second Vice-President, L. J. Wolf; Secretary and Claim Agent, E. F. Schneider; General Passenger Agent and Treasurer, J. O. Wilson; Auditor, H. B. Cavanaugh; Superintendent Power and Shops, W. E. Rolston; Engineer Maintenance of Way, C. S. Butts.

Clinton Street Railway & Power Co., Clinton, Ia.

President, C. H. Young; Vice-President, Dr. J. C. Langan; Secretary, A. L. Schuyler; Treasurer, C. C. Coan; Superintendent and Purchasing Agent, B. Bohnson.

Coast Counties Light & Power Co., Santa Cruz, Cal.

President, John Martin; Vice-President, R. M. Hotaling; Secretary, Treasurer and Purchasing Agent, F. E. Fitzpatrick; Manager, S. W. Coleman; Electrical Superintendent, R. L. Cardiff; Master Mechanic, J. C. Warren.

Colorado Springs & Interurban Railway Co., Colorado Springs, Colo.

President, D. H. Rice; Vice-President, A. G. Sharp; Secretary, William Lloyd; Treasurer, C. S. Chamberlain; Superintendent, B. M. Lathrop; Chief Engineer, C. E. Bibb; Claim Agent, J. O. Henry.

Columbus, Delaware & Marion Railway Co., Columbus, O.

Receivers, Eli M. West and George Whysall; President, John G. Webb; Vice-President, O. M. Gottschall; Secretary, H. B. Hane; Treasurer; N. J. Catrow; Auditor, A. F. Elkins; General Manager, George Whysall; Superintendent of Power, C. F. Turner; General Counsel, C. C. Williams.

COLUMBUS, NEW ALBANY & JOHNSTOWN TRACTION CO., Columbus, O.

President, W. D. Brickell; Vice-President, Daniel J. Ryan; Secretary, Treasurer and General Manager, L. P. Stephens; Chief Engineer, F. A. Little; Master Mechanic, S. Limes.

COLUMBUS RAILWAY & LIGHT CO., Columbus, O.

President, Robert E. Sheldon; First Vice-President, Treasurer and General Manager, Edward K. Stewart; Second Vice-President, C. M. Clark; Secretary and Auditor, P. V. Burington; Assistant Secretary and Auditor, Herbert M. Burington; Chief Engineer, F. R. Brosius; General Superintendent, L. G. White; Assistant General Superintendent, C. C. Collins; Superintendent Transportation, George Whisner; Master Mechanic, Charles E. Hott; Claim Adjuster, B. B. Davis.

COLUMBUS RAILROAD CO., Columbus, Ga.

President, Charles F. Wallace; Vice-President, E. Howard George; Secretary, Clement R. Ford; Treasurer, Henry B. Sawyer; Assistant Treasurer, A. A. Wilbur; General Managers, Stone & Webster; Manager, John S. Bleecker; Master Mechanic, Charles T. Sheldon; Attorney, Frank U. Garrard.

CONCORD, MAYNARD & HUDSON STREET RAILWAY CO., Maynard, Mass.

President, Charles H. Persons; Vice-President, Walter R. Dame; Treasurer, J. Keyes Hall; Secretary, Benj. Derby, Jr.; Superintendent, F. A. Persons; Master Mechanic, Frank Marsh; Chief Engineer, W. L. Stone.

CONESTOGA TRACTION CO., Lancaster, Pa.

President, W. W. Griest; Vice-President, George Bullock; Secretary and Treasurer, J. S. Graybill, Jr.; General Manager, C. Edgar Titzel; Chief Engineer, H. W. Crawford; Superintendent Transportation, Samuel Charles; Master Mechanic, Frank Connelly.

CONNECTICUT COMPANY (THE), New Haven, Conn.

President, Charles S. Mellen; Assistant to the President, H. A. Fabian; First Vice-President, Calvert Townley; Second Vice-President, H. M. Kochersperger; Third Vice-President, E. H. McHenry; Secretary, J. G. Parker; Treasurer, A. S. May; General Manager, J. K. Punderford; General Freight and Passenger Agent, M. J. Leary; Auditor, C. L. Campbell.

DALLAS CONSOLIDATED ELECTRIC STREET RAILWAY CO., Dallas, Tex..

President, J. B. Wilson; Vice-President, W. C. Connor; Secretary, Treasurer and General Manager, Edward T. Moore; Assistant Treasurer, L. A. Bowers; General Superintendent, E. J. Emerson; Claim Agent, G. P. Reddick; Master Mechanic, L. E. Pritchett.

DANBURY & BETHEL STREET RAILWAY CO., Danbury, Conn.

President, S. C. Holley; Vice-President, S. H. Wagner; Secretary and Treasurer, M. H. Griffing; General Superintendent, G. H. Klinzing.

DAYTON, COVINGTON & PIQUA TRACTION CO., Dayton, O.

President, Dennis Dwyer; Vice-President and General Manager, T. T. Robinson; Treasurer, George E. Whiting; Chief Electrician and Master Mechanic, Thomas J. Brennan; Chief Engineer, H. E. Cecil; Superintendent Track Construction, James Cox.

DAYTON, SPRINGFIELD & XENIA SOUTHERN RAILWAY (THE), Dayton, O.

President, T. A. Ferneding; Treasurer, W. S. McConnaughy; Secretary, H. L. Ferneding.

DAYTON & TROY ELECTRIC RAILWAY CO. (THE), Dayton, O.

President, Harrie P. Clegg; Vice-President, Charles B. Clegg; Secretary and General Manager, C. M. Paxton; Treasurer, Claim and Purchasing Agent, R. A. Crume; General Passenger Agent, O. H. Murlin; General Freight Agent, L. D. Johnson; Auditor, F. Sprague; Superintendent, W. M. Kessler; Engineer Power Station, K. Evans; Master Mechanic, J. F. Schmidlapp.

DEKALB-SYCAMORE & INTERURBAN TRACTION CO., DeKalb, Ill.

President, C. K. Minary; Secretary and Treasurer, L. W. Botts; General Manager, S. S. Bush; General Superintendent and Purchasing Agent, A. Norman; Chief Engineer Power Station, F. Conley; Master Mechanic and Roadmaster, W. B. Boardman.

DENISON AND SHERMAN RAILWAY CO., Denison, Tex.

President and Treasurer, J. P. Crerar; Vice-President, John Crerar.

DENVER CITY TRAMWAY CO. (THE), Denver, Colo.

President, W. G. Evans; First Vice-President, S. M. Perry; Second Vice-President and General Manager, John A. Beeler; Secretary and Treasurer, Thomas Keely; Chief Engineer, John Evans; Auditor, W. A. Doty; Superintendent Transportation, S. W. Cantril; Electrical Engineer, A. M. Ballow; Master Mechanic, W. H. McAloney; Claim Agent, S. C. Dorsey.

DENVER INTER-MOUNTAIN RAILROAD CO. (THE), Denver, Colo.

President, G. W. Hutton; Vice-President, C. Yeaman; Second Vice President and Purchasing Agent, C. F. Propst; Superintendent, F. L. Butler; Road Master, O. C. Harrington.

DENVER & SOUTH PLATTE RAILWAY CO. (THE), Denver, Colo.

President, W. E. Hughes; Vice-President, T. G. Doan; Secretary, Daniel Prescott; Treasurer, A. L. Abrahams; General Manager, F. Wickersham.

DES MOINES CITY RAILWAY CO., Des Moines, Ia.

President and Treasurer, George B. Hippee; Vice-President, H. H. Polk; Secretary, N. T. Guernsey; General Manager, A. G. Maish; Chief Engineer, F. S. Cummins; Claim Agent, A. G. Rippey; Master Mechanic, J. E. Welsh; General Superintendent, C. P. Wilson; Electrical Engineer, E. R. Cunningham; Auditor Charles L. Wight.

DETROIT UNITED RAILWAY CO., Detroit, Mich.

President, J. C. Hutchins; Vice-Presidents, Arthur Pack, E. W. Moore and A. J. Ferguson; Secretary, Edwin Henderson; Assistant Secretary, A. E. Peters; Treasurer, George H. Russel; General Manager, F. W. Brooks; Auditor, Irwin Fullerton; General Superintendent, Harry Bullen; General Claim Attorney, F. E. Rankin; Master Mechanic, Sylvester Potter; Superintendent of Tracks, John Kerwin; Superintendent of Power, E. J. Burdick; General Express and Freight Agent, G. W. Parker.

DULUTH STREET RAILWAY CO., Duluth, Minn.

President, C. G. Goodrich; Secretary and Auditor, S. L. Reichert: Treasurer, L. Mendenhall; General Manager, Herbert Warren; Chief Engineer, John Carson; Master Mechanic, R. J. Crawford; Claim Agent, Thomas S. Wood.

East Liverpool Traction & Light Co. (The), East Liverpool, O.

President, Van Horn Ely; Vice-President, C. A. Smith; Secretary and Treasurer, Edward McDonnell; General Manager, J. C. Rothery; Auditor, G. H. Faulk; Electrical Engineer; W. S. Townsend; Chief Engineer, H. Baxter.

East St. Louis & Suburban Railway Co., East St. Louis, Ill.

President, C. M. Clark; Vice-President, L. C. Haynes; Second Vice-President, M. S. Hopkins; Secretary and Treasurer, George L. Estabrook; Assistant Secretary and Treasurer, T. W. Gregory; General Superintendent, C. F. Hewitt; Claim Agent, H. M. Braun.

East Shore & Suburban Railway Co., Richmond, Cal.

President, C. E. Worden; Vice-President, W. S. Tevis; Secretary, E. A. Gowe; Treasurer, W. S. Miller; General Manager, W. S. Rheem; Auditor and Claim Agent, E. A. Gowe; General Superintendent, C. H. Robertson.

Eastern Pennsylvania Railways Co., Pottsville, Pa.

President, P. G. Gossler; Vice-President, H. S. Thompson; Manager, L. C. Bradley; Assistant Secretary and Treasurer, C. N. Ryan; Flectrical Engineer, E. W. Gough; Claim Agent, C. F. Crane.

Eastern Wisconsin Railway & Light Co., Fond du Lac, Wis.

President, Clement C. Smith; Vice-President and General Manager, R. T. Gunn; Secretary and Treasurer, H. F. Whitcomb, Jr.; General Superintendent, J. P. Pulliam.

Easton Transit Co., Easton, Pa.

President and General Manager, H. R. Fehr; Vice-President, S. H. Hackett; Secretary and Treasurer, E. B. Maltby; Superintendent, H. H. Patterson; Engineer Maintenance of Way, C. E. Jenkins; Master Mechanic, W. G. Barlow; Claim Agent, C. B. Brunner.

Edmonton Radial Railway Co., Edmonton, Alberta.

Mayor, Robert Lee; Secretary and Treasurer, Joseph Carr; General Manager and Electrical Engineer, Charles E. Taylor; Engineer Power Station, A. E. Cope; Master Mechanic, A. Isseling; Roadmaster, W. J. Fountain.

EDWARDS HOTEL & CITY RAILROAD CO., Jackson, Miss.

President, F. G. Jones; Vice-President, Secretary and Treasurer, Gen. S. T. Carnes; General Manager, Jack Abbott; Auditor, W. H. Graham; Claim Agent, C. Whitfield; Chief Engineer, H. M. Trent.

ELGIN & BELVIDERE ELECTRIC CO., Chicago, Ill.

President, Hamilton Browne; Secretary and Treasurer, R. G. Arnold; General Manager, W. L. Arnold; Auditor, W. G. Farnsworth; Superintendent, W. A. Russell.

ELMIRA WATER, LIGHT & RAILROAD CO., Elmira, N. Y.

President, Ray Tompkins; Vice-President, George Bullock; General Manager and Purchasing Agent, S. J. Dill; Secretary and Treasurer, H. M. Beardsley; Superintendent Electric Department, C. M. Bange; Superintendent Railroad Department, F. G. Maloney; Master Mechanic, John Creighton; Road Master, Paul Mantle.

EL PASO ELECTRIC RAILWAY CO., El Paso, Tex.

President, G. E. Tripp; Vice-President, C. W. Kellogg, Jr., Secretary, A. K. Todd; Treasurer, H. B. Sawyer; Chief Engineer, C. L. Forsyth; Claim Agent, A. Dixon; General Managers and Auditors, Stone & Webster; General Superintendent, H. S. Potter.

EL RENO INTERURBAN RAILWAY CO., El Reno, Okla.

President, Henry Schafer; Vice-President, J. W. Maney; Secretary, H. Dittmer; Treasurer, H. K. Schafer; Chief Engineer, W. H. Wood.

ENID CITY RAILWAY CO., Enid, Okla.

President and General Manager, C. H. Bosler; Vice-President, S. M. Krohn; Secretary, E. T. Hall; Treasurer, E. A. Hochwalt; Auditor, C. F. Bruce; Superintendent, Park Manager, Purchasing Agent and Claim Agent, C. Kline; Master Mechanic, A. L. Ruth.

ERIE TRACTION CO., Erie, Pa.

President, F. F. Curtze; Vice-President, Wm. Spencer; Secretary, Treasurer, General Manager and Claim Agent, Chas. M. Hatch; Auditor, D. W. McDonald; Chief Engineer of Power Plant, D. G. Nelligan.

ESCANABA TRACTION CO., Escanaba, Mich.

President, J. K. Stack; Vice-President, J. C. Kirkpatrick; Treasurer, M. N. Smith; Secretary, General Manager, Superintendent and Purchasing Agent, P. L. Utley; Chief Engineer, E. J. Zuelke; Master Mechanic, Edward Anderson.

EVANSVILLE RAILWAYS COMPANY, Evansville, Ind.

Chairman Board of Directors, A. F. Karges; President, W. H. McCurdy; Vice-President, William I. Rudd; Secretary, C. H. Battin; Treasurer, M. S. Sonntag; General Manager, W. A. Carson; Traffic Manager, F. C. Storton; Auditor, G. W. Miller; Superintendent of Motive Power, H. A. Barbero; Train Master, E. L. Moore; Claim Agent, F. C. Storton.

EVANSVILLE & SOUTHERN INDIANA TRACTION CO. (THE), Evansville, Ind.

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EVERETT RAILWAY, LIGHT & WATER CO., Everett, Wash.

President, E. W. Purdy; Secretary, A. K. Todd; Treasurer, H. B. Sawyer; Assistant Treasurer, W. R. Leonard; General Managers, Stone & Webster; Manager, W. I. Sturtevant.

EXETER, HAMPTON & AMESBURY STREET RAILWAY, Hampton, N. H.

President, Allen Hollis; Vice-President, Charles H. Tenny; Treasurer, E. A. Bradley; General Superintendent, J. A. MacAdams.

FAIRMONT & CLARKSBURG TRACTION CO., Fairmont, W. Va.

President, S. L. Watson; Vice-President, C. W. Watson; Secretary and Treasurer, Walton Miller; Auditor, A. K. Bowles; General Manager, George T. Watson; Chief Engineer, S. B. Miller; General Superintendent, Smith Hood.

FAIRMONT & MANNINGTON RAILROAD CO., Fairmont, W. Va.

President, L. G. Race; Vice-President, W. M. Laws; Secretary and Treasurer, H. F. Smith; Electrical and Chief Engineer, S. B. Miller.

FARGO & MOORHEAD STREET RAILWAY CO., Fargo, N. D.

President, J. W. Smith; Vice-President and Treasurer, J. P. Martin; Secretary, J. D. Farrond; General Manager, C. P. Brown.

FISHKILL ELECTRIC RAILWAY CO., Fishkill-on-Hudson, N. Y.

President and Manager, J. T. Smith; Vice-President, W. J. Conklin; Secretary, W. H. Southard; Treasurer, G. F. Patterson; Chief Engineer, Grant Gardener.

FITCHBURG & LEOMINSTER STREET RAILWAY CO., Fitchburg, Mass.

President, H. A. Willis; Vice-President, H. I. Wallace; Secretary, C. F. Baker; Treasurer, R. N. Wallis; General Manager, W. W. Sargent; Superintendent of Motive Power, G. L. Enfors; Claim Agent, H. K. Bennett.

FONDA, JOHNSTOWN & GLOVERSVILLE RAILROAD CO., Gloversville, N. Y.

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FORT SMITH LIGHT & TRACTION CO., Fort Smith, Ark.

President, Arthur S. Huey; Secretary, James Brizzolara; General Manager, J. Walter Gillette; Auditor, N. I. Garrison; Claim Agent, H. R. Bennett; Chief Engineer, L. R. Robertson; Superintendent Transportation, B. A. Hoag; Electrical Engineer, A. Patterson; Master Mechanic, George Chynoweth.

FORT WAYNE & SPRINGFIELD RAILWAY CO. (THE), Decatur, Ind.

President and General Manager, W. H. Fledderjohann; Vice-President, John H. Koenig; Secretary, B. A. Fledderjohann; Treasurer, Charles Dirkson; Chief Engineer, A. W. Fishbaugh; Superintendent of Construction, Edwin Fledderjohann.

FORT WAYNE & WABASH VALLEY TRACTION CO., Fort Wayne, Ind.

President, J. Levering Jones; First Vice-President, C. Murdock; Second Vice-President, H. J. McGowan; Secretary, Henry Rainey; Treasurer, H. C. Paul; General Manager, C. D. Emmons; Auditor, H. E. Vordemark; Superintendent of Power, M. J. Kehoe; Claim Agent, F. R. Fahlsing; Master Mechanic, L. W. Jacques; Superintendent of Transportation, F. Hardy.

FREDERICK & MIDDLETOWN RAILROAD CO., Frederick, Md.

President, Emory L. Coblentz; Vice-President, W. L. Cooney; Secretary, E. W. Hartlove; Treasurer, T. H. Haller; Auditor, S. H.

Bennett; Superintendent and Purchasing Agent, G. E. F. Anderson; Engineer Power Stations, William Eader; Master Mechanic, Roy L. Crum.

FRESNO TRACTION CO., Fresno, Cal.

President, A. C. Balch; Vice-President and General Manager, A. G. Wishon; Secretary and Auditor, F. C. Ambridge; Assistant General Manager, F. W. Webster; Claim Agent and Superintendent of Transportation, C. B. Jackson.

FRIES MANUFACTURING & POWER CO., Winston-Salem, N. C.

President, H. E. Fries; Vice-Presidents, W. A. Blair and F. H. Fries; Secretary and Treasurer, B. J. Pfohl; General Manager, J. J. Sigg.

GALESBURG & KEWANEE ELECTRIC RAILWAY CO., Kewanee, Ill.

President, W. H. Lyman; Vice-President, H. W. Crane; Secretary and Treasurer, F. M. Lay; Auditor, P. B. Howland; General Manager and Purchasing Agent, R. H. Hayward; Engineer Power Station, F. D. Marvin; Master Mechanic, C. P. Orth; Roadmaster, Wm. O'Brien.

GALVESTON ELECTRIC CO., Galveston, Tex.

President, Guy E. Tripp; Vice-President, Wilbur A. Carter; Secretary, Henry R. Hayes; Treasurer, H. B. Sawyer; General Managers and Auditors, Stone & Webster; Manager, H. S. Cooper; Chief Engineer, A. C. Learmonth; Superintendent Transportation, F. C. Randall; Claim Agent, George F. Pierce.

GARDINER, WESTMINSTER & FITCHBURG STREET RAILROAD CO., Gardiner, Mass.

President, E. F. Blodgett; Vice-President, George R. Damon; Secretary and Treasurer, J. A. Stiles; Assistant Treasurer, W. R. Dame; Manager and Superintendent, C. A. Jefts; Chief Engineer, E. Rumery.

GEORGIA RAILWAY & ELECTRIC CO., Atlanta, Ga.

President, P. S. Arkwright; Manager Railways and Secretary, W. H. Glenn; Vice-President, General Manager and Treasurer, G. W. Brine; Auditor, H. Flynn; Electrical Engineer, S. A. Redding; Claim Agent, C. H. Mathews; Superintendents Transportation, H. N. Hunt and S. E. Simmons; Master Mechanic, A. M. Moore; Purchasing Agent, G. B. Graves.

GRAND JUNCTION & GRAND RIVER VALLEY RAILWAY CO. (THE), Grand Junction, Colo.

President, T. E. Curtin; Vice-President and General Manager, E. A. Sunderlin; Secretary and Treasurer, Orson Adams; Claim Agent, S. M. L. McSpadden; Chief Engineer, A. G. Allen; General Superintendent, T. L. Harvey; Assistant Chief Engineer, E. L. Mosle.

GRAND RAPIDS, HOLLAND & CHICAGO RAILWAY CO., Holland, Mich.

President, George Hendrie; Vice-President, William H. Beach; Secretary, Treasurer and General Manager, Strathearn Hendrie; Auditor, T. W. Gorman; Claim Agent, Charles Floyd.

GRAND RAPIDS RAILWAY CO., Grand Rapids, Mich.

President, C. M. Clark; Vice-President, L. J. Rindge; Secretary, G. L. Estabrook; Assistant Secretary, L. J. DeLamarter; Treasurer and General Manager, Benj. S. Hanchett; Chief Engineer, T. C. Roderick; Claim Adjuster, F. M. Webster.

GRANITE CITY RAILWAY CO., St. Cloud, Minn.

President, A. G. Whitney; Vice-President, R. L. Gale; Secretary, Treasurer, General Manager and Purchasing Agent, E. E. Clark; Electrical Engineer, Geo. Marvin.

GRAY'S HARBOR RAILWAY & LIGHT CO., Aberdeen, Wash.

President, George F. Stone; Vice-President, J. B. Bridges; Secretary and General Manager; Jay D. Crary; Treasurer, R. C. White; Auditor, M. D. Crary; Superintendent, E. A. Bradner.

GREAT FALLS & OLD DOMINION RAILROAD CO., Washington, D. C.

President, John R. McLean; Vice-President, R. H. Goldsborough; Secretary and Treasurer, William B. Orme; Superintendent and Chief Engineer, Theo. J. King.

GREAT FALLS STREET RAILWAY CO., Great Falls, Mont.

President, John D. Ryan; Vice-President, John G. Morony; General Manager, E. I. Holland; Auditor, C. T. Boal.

GREEN BAY TRACTION CO., Green Bay, Wis.

President, A. M. Murphy; Vice-President and General Manager, R. M. Howard; Secretary, B. L. Parker; Treasurer, Frank E. Murphy; Auditor, L. E. Jacobson.

GROTON & STONINGTON STREET RAILWAY CO., Mystic, Conn.

President, Thos. Hamilton; Vice-President, B. F. Williams; Secretary, Chas. D. Noyes; Treasurer, Costello Lippett; General Superintendent, T. W. Ryley; Claim Agent, C. W. Comstock.

GUTHRIE RAILWAY CO. (THE), Oklahoma City, Okla.

President, George H. Brauer; Vice-President, Anton H. Classen; Secretary, Auditor and Superintendent, W. J. Faulkner; Treasurer, Henry M. Brauer; General Manager and Purchasing Agent, John W. Shartel; Claim Agent, M. L. Spitler.

HALIFAX ELECTRIC TRAMWAY CO., LTD., Halifax, N. S.

President, Hon. David MacKeen; Vice-Presidents, J. Y. Payzant and W. B. Ross; Secretary and Treasurer, W. J. DeBlois; Manager, J. W. Crosby; Chief Engineer, P. A. Freeman; Claim Agent, J. G. Reinecke.

HANOVER & MCSHERRYSTOWN STREET RAILWAY CO., Hanover, Pa.

President, W. H. Lanius; Vice-President, J. W. Steacy; Secreatry and Treasurer, Ellis S. Lewis; General Manager, R. E. Manley.

HARTFORD & SPRINGFIELD STREET RAILWAY CO., Warehousepoint, Conn.

President, Wm. A. Tucker; Secretary, Arthur Perkins; Treasurer, Chauncey Eldridge; General Manager, H. S. Newton; Engineer Power Station, Thomas Dwyer; Master Mechanic, W. F. McCoy.

HELENA LIGHT & RAILWAY CO., Helena, Mont.

President, P. G. Gossler; Vice-President, M. H. Gerry, Jr.; Secretary, H. S. Collette; Assistant Secretary and Treasurer, A. B. Sibley; Treasurer, T. F. Wickham; Manager, J. H. White; Superintendent of Transportation, A. H. Church.

HOLYOKE STREET RAILWAY CO., Holyoke, Mass.

President and General Manager, W. S. Loomis; Secretary and Treasurer, L. D. Pellissier; Auditors, Fred Harris and J. D. Mackintosh; General Superintendent, G. H. Hunter; Electrical Engineer, G. L. Chapin.

Honolulu Rapid Transit & Land Co., Honolulu, Hawaii.

President, L. T. Peck; Vice-President, L. A. Thurston; Secretary, A. L. Castle; Treasurer, C. H. Atherton; General Manager and Purchasing Agent, C. G. Ballentyne; Superintendent, Alex Pratt; Chief Engineer Power Station, Robert Menaugh; Electrician and Roadmaster, L. H. Wolf; Master Mechanic, John West.

Houghton County Traction Co., Houghton, Mich.

President, F. S. Pratt; Vice-President, F. J. Bawden; Secretary, Alvah K. Todd; Treasurer, Henry B. Sawyer; General Managers, Stone & Webster Management Association; Manager, Gardner Rogers; Superintendent, John Ralph, Jr.; Electrical Engineer, F. H. Abbott; Chief Engineer, John M. Nelson; Claim Agent, F. O. Mayotte.

Houston Electric Co., Houston, Tex.

President, G. E. Tripp; Vice-Presidents, M. M. Phinney and Henry G. Bradlee; Secretary, Clement R. Ford; Treasurer, Henry B. Sawyer; General Managers, Stone & Webster Management Association; Assistant Treasurer, H. L. Harding; Assistant Secretary, Purchasing Agent and Manager, David Daly; General Superintendent, R. T. Sullivan; Claim Agent, M. D. Fields; Chief Engineer, J. F. Usener; Engineer Maintenance of Way, Flint McGregor; Superintendent of Transportation, John W. Curley; Master Mechanic, V. W. Berry.

Hudson & Manhattan Railroad, New York, N. Y.

President, William G. McAdoo; Vice-President in Charge of Operation, Wilbur C. Fisk; Secretary, Charles W. King; Assistant Treasurer, F. W. Walz; Auditor, F. H. Sillick; Comptroller, H. S. Corwin; General Superintendent, E. T. Munger; Claim Agent, R. B. Kay; General Passenger Agent, Oliver T. Boyd; Purchasing Agent, T. P. Artaud; Chief Engineer, J. V. Davies; Chief Engineer Jersey City Power House, Darrow Sage.

Hutchinson Interurban Railroad Co. (The), Hutchinson, Kan.

President, Elmerson Carey; Vice-President, L. A. Bunker; Secretary, L. E. Fontron; Treasurer, K. E. Sentney; General Manager, Purchasing Agent and Electrical Engineer, W. A. Scothorn; Engineer Power Station, E. A. Gray; Roadmaster, Sam Bulley; Park Manager, K. C. Beck.

Illinois Central Traction Co., Decatur, Ill.

President, W. B. McKinley; General Manager, H. E. Chubbuck; Secretary, T. B. Macauley; Treasurer, George M. Mattis; General Auditor, B. E. Bramble; Chief Engineer, H. C. Hoagland; Claim Agent, George W. Burton.

Indianapolis & Cincinnati Traction Co. (The), Indianapbus, Ind.

President and General Manager, Chas. L. Henry; Vice-President, Theo. F. Rose; Secretary, J. F. Wild; Treasurer, John J. Appell; Auditor, W. B. Wright; Chief Engineer, John W. Moore; Claim Adjuster, W. M. Frazee.

Indianapolis, Columbus & Southern Traction Co., Columolis, Ind.

President, Jos. I. Irwin; Vice-President, W. G. Irwin; Secretary, Treasurer and Auditor, Ira E. Guthrie; General Manager and Purchasing Agent, A. A. Anderson; Electrical Engineer, L. Crater.

Indianapolis, Crawfordsville & Western Traction Co., Indianapolis, Ind.

Receiver, H. J. Milligan; Chairman of Board, S. R. Holt; President, A. A. Barnes; Vice-President, A. E. Reynolds; Secretary, E. Hawkins; Treasurer, O. P. Ensley; Auditor, H. C. Mitchell; General Manager and Purchasing Agent, C. E. Morgan; Claim Agent, R. A. Clark; General Freight and Passenger Agent, W. O. Woodard; Engineer Power Station, E. Barr; Master Mechanic, J. N. Spellman.

Indianapolis Traction & Terminal Co., Indianapolis, Ind.

President, H. J. McGowan; 1st Vice-President, E. B. Peck; 2d Vice-President and General Manager, R. I. Todd; Secretary and Treasurer, W. F. Milholland; Auditor, Joseph A. McGowan; Chief Engineer, Charles Hogate; Civil Engineer, Thomas B. McMath; Claim Agent, George W. Bruce; Superintendent, J. J. Mahoney.

Indiana Union Traction Co., Anderson, Ind.

President, Arthur W. Brady; First Vice-President, J. Levering Jones; Second Vice-President, W. Kesley Shoepf; Secretary and Treasurer, W. H. Forse, Jr.; General Manager, H. A. Nicholl; Auditor, Walter Shroyer; General Passenger and Freight Agent, F. D. Norviel; Purchasing Agent, S. R. Dunbar; Superintendent of Transportation, C. A. Baldwin; Superintendent of Motive Power, R. C. Taylor; Superintendent of Roadway, W. C. Sparks; Superintendent of Power, G. H. Kelsay; General Attorney, J. A. Van Osdal; Claim Adjuster, E. C. Carpenter.

INTERBOROUGH RAPID TRANSIT CO., New York, N. Y.

President, T. P. Shonts; Vice-President and General Manager, Frank Hedley; Secretary, H. M. Fisher; Treasurer, John H. Campbell; Auditor, E. F. J. Gaynor; Claim Agent, Thomas Gerehart; Engineer, George H. Pegram; Superintendent Motive Power, H. G. Stott; Superintendent Car Equipment, James S. Doyle.

INTER-URBAN RAILWAY CO., Des Moines, Ia.

President, H. H. Polk; Vice-President, E. P. Smith; Secretary, N. T. Guernsey; Treasurer and General Manager, G. B. Hippee; Auditor, Charles L. Wight; Traffic Manager, F. S. Cummins; Electrical Engineer, E. R. Cunningham; Claim Agent, A. G. Rippey; Master Mechanic, James E. Welch.

IOWA & ILLINOIS RAILWAY CO., Clinton, Ia.

President, G. E. Lamb; First Vice-President, F. W. Ellis; Secretary, R. B. McCoy; Treasurer, C. B. Mills; General Manager, P. P. Crafts; Chief Engineer, J. B. Skiff.

ITHACA STREET RAILWAY CO., Ithaca, N. Y.

President, C. W. McChesney; Vice-President, A. H. Flint; Secretary Treasurer and Chief Engineer, H. A. Clarke; General Manager, R. L. Post.

JACKSONVILLE ELECTRIC CO., Jacksonville, Fla.

President, George J. Baldwin; Vice-President, Chas. F. Wallace; Secretary, Alvah K. Todd; Treasurer, H. B. Sawyer; Assistant Treasurer, W. H. Tucker; General Managers, Stone & Webster; Manager, Hardy Croom; Chief Engineer, D. J. McDonald; General Superintendent, C. V. Cosby; Claim Agent, J. S. Harrison; Master Mechanic, A. B. Bowman.

JOLIET & SOUTHERN TRACTION CO., Joliet, Ill.

President, H. A. Fisher; Vice-President, J. M. Raymond; Secretary, J. K. Newhall; Treasurer, Electrical Engineer and Chief Engineer, L. D. Fisher; General Manager, F. E. Fisher.

JOPLIN & PITTSBURG RAILWAY CO., Pittsburg, Kan.

President, J. J. Heim; Vice-President, W. W. Calhoon; Secretary and Treasurer, John A. Prescott; Assistant Secretary and Treasurer, D. L. Robinson; General Manager, R. W. Harris; Auditor, T. P. Eyestone; Chief Engineer, F. J. Pilgrim.

Kansas City Railway & Light Co., Kansas City, Mo.

President, Bernard Corrigan; Vice-President and Treasurer, W. E. Kirkpatrick; General Manager, W. W. Wheatly; Secretary and Auditor, J. A. Harder; Assistant General Manager, W. A. Satterlee; Master Mechanic, George J. Smith; Superintendent Way and Structures, Edw. H. Packe; Electrical Engineer, C. E. Fritts; Claim Agent, M. V. Jordan.

Kansas City Western Railway Co. (The), Kansas City, Kans.

President, C. F. Holmes; Vice-President, C. F. Hutchings; Secretary and Treasurer, S. D. Hutchings; Auditor, W. M. Bonar; General Superintendent, J. W. Richardson; Assistant Superintendent and Purchasing Agent, J. G. Herrin; Electrical Engineer, John Hull; Roadmaster, E. E. Grabil.

Key West Electric Co. (The), Key West, Fla.

President, George J. Baldwin; First Vice-President, Charles F. Wallace; Second Vice-President, Wilbur A. Carter; Treasurer, Henry B. Sawyer; Secretary, Clement R. Ford; Assistant Treasurers, J. Coolidge Coffin, Willard W. Dow and Roy E. Faulkner; General Managers, Stone & Webster Management Association; Manager, Samuel B. Tuell; Claim Agents, Harris & Maloney.

Kingston Consolidated Railroad Co., Kingston, N. Y.

President, Fred T. Ley; Vice-President and General Manager, C. Gordon Reel; Vice-President, H. C. Page; Secretary, A. J. Phillips; Treasurer, A. Hasbrouck; Chief Engineer, M. J. Sullivan; Electrical Engineer, C. J. McNelis; General Superintendent, G. B. te Bow; Claim Agent, John Braun.

Knoxville Railway & Light Co., Knoxville, Tenn.

President and General Manager, C. H. Harvey; Vice-Presidents, G. H. Davis and W. S. Shields; Secretary and Treasurer, Leon Fender; Auditor, J. E. Tappan; Attorney and Claim Agent, E. R. Roberts; Superintendent Railway Department, T. C. Kelly; Superintendent Power House, James Link; Master Mechanic, J. M. Kington.

Kokomo, Marion & Western Traction Co., Kokomo, Ind.

President, George J. Marott; Vice-President, L. J. Kirkpatrick; Secretary, Treasurer and Manager, T. C. McReynolds; Auditor, C. C. Trees; Electrical Engineer, P. H. Palmer; Superintendent Transportation, H. P. Martzolf.

LAKE SHORE ELECTRIC RAILWAY CO., Sandusky, O.

President, E. W. Moore; Vice-President, W. H. Price; Vice-President and General Manager, F. W. Coen; Secretary-Treasurer, John P. Witt; Auditor, A. C. Henry; General Superintendent, L. K. Burge; Chief Engineer, J. T. Ross; Claim Agent, Harry Rimelspach.

LAREDO ELECTRIC & RAILWAY CO. (THE), Laredo, Tex.

President, Mrs. G. Bedell Moore; Vice-President, J. H. Savage; Secretary, General Manager and Claim Agent, Frank E. Scovill; Chief Engineer, J. B. Morton.

LAS VEGAS TRANSIT CO., Las Vegas, New Mex.

President, James R. Thorpe; Vice-President, H. W. Kelly; Secretary, C. K. Durbin; Treasurer, O. S. Moore; Manager, E. C. Butler.

LEHIGH VALLEY TRANSIT CO., Allentown, Pa.

President, R. P. Stevens; Vice-President, John C. Dawson; Secretary and Treasurer, C. N. Wagner; Auditor, C. M. Walter; Chief Engineer, H. W. Bromley; Engineer Maintenance of Way, D. H. Brown; General Superintendent, J. F. Reardon; Claim Agent, R. H. Schoenen; Master Mechanic, J. S. Mills.

LEWISTOWN & REEDSVILLE ELECTRIC RAILWAY CO., Lewistown, Pa.

President, General Manager and Purchasing Agent, J. I. Quigley; Vice-President, John E. Zimmermann; Secretary and Treasurer, Chas. Day; Auditor and Claim Agent, G. T. Hawke; Superintendent and Electrical Engineer, C. E. Gossard; Engineer Power Station, S. H. Snook.

LEXINGTON RAILWAY CO., Lexington, Ky.

President, John Blair MacAfee; Secretary, T. D. Murray; Treasurer, J. W. Stoll; Auditor G. W. Delaney; General Manager, I. L. Oppenheimer; Chief Engineer, George MacLeod; Mechanical Engineer, J. P. Pope; Master Mechanic, H. D. Myers; Claim Agent, A. F. Woehnker.

LINCOLN TRACTION CO. (THE), Lincoln, Neb.

President, John W. McDonald; Vice-President, W. E. Sharp; Secretary, F. H. Carter; Treasurer, J. H. Smith; Auditor, E. B. Ransom; General Manager, J. H. Humpe; General Superintendent and Purchasing Agent, F. H. Brooks; Electrical Engineer, N. A. Kemmish; Chief Engineer Power Station, J. H. Beers; Roadmaster, Michael Moore.

LITTLE ROCK RAILWAY & ELECTRIC CO., Little Rock, Ark.

President W. M. Kavanaugh; Vice-President, Oscar Davis; Secretary, George B. Rose; Treasurer and General Manager, D. A. Hegarty; Auditor, William J. Tharp; Chief Engineer, R. F. Baise; Electrical Engineer, J. E. Cowles; General Superintendent, C. J. Griffin; Superintendent of Transportation, R. B. Eick; Claim Agent, A. B. Chichester; Master Mechanic, A. R. Koonce.

LORRAINE ELECTRIC RAILWAY CO., Baltimore, Md.

President and General Manager, L. G. Turner; Vice-President, J. H. Preston; Secretary, J. M. Blackburn; Treasurer, W. C. Page; Chief Engineer, C. M. Johnson; Assistant Engineer, Robert B. Turner.

LOS ANGELES RAILWAY CO., Los Angeles, Cal.

President, H. E. Huntington; Vice-President, Wm. F. Herrin; Secretary and General Manager, Howard E. Huntington; Treasurer, I. W. Hellman; Auditor and Purchasing Agent, C. A. Henderson; Superintendent, John J. Akin; Chief Engineer, G. J. Kuhrts; Electical Engineer, L. O. Lieber; Master Car Builder, E. L. Stephens; Superintendent Electrical Repairs, J. L. Clarke.

LOUISVILLE RAILWAY CO., Louisville, Ky.

President and General Manager, T. J. Minary; Vice-President, Alex. P. Humphrey; Secretary and Treasurer, S. G. Boyle; Electrical Engineer, F. H. Miller; Claim Agent, J. T. Funk; Traffic Manager, R. R. Smith; Assistant Superintendent, Jacob Fishback; Superintendent of Construction, Chas. L. Christopher.

LOUISVILLE & SOUTHERN INDIANA TRACTION CO., New Albany, Ind.

President, Samuel Insull; Vice-President and Treasurer, R. W. Waite; Secretary, J. F. Stratton; General Manager, M. J. Insull; Superintendent, F. E. Cole; Assistant to the General Manager, Charles B. Scott.

LYNCHBURG TRACTION & LIGHT CO., Lynchburg, Va.

President and General Manager, R. D. Apperson; Vice-President, Charles R. Miller; Secretary and Treasurer, F. H. Shelton; Cashier, A. T. Powell; Assistant to President, J. F. Wessel; Chief Engineer, A. J. Kohler; Superintendent Transportation and Claim Agent, D. C. Frost; Master Mechanic, S. H. Cochran.

MAHONING & SHENANGO RAILWAY & LIGHT CO., Youngstown, O.

President, Norman McD. Crawford; First Vice-President, Randall Montgomery; Second Vice-President and General Manager, M. E. McCaskey; Secretary, Leighton Calkins; Treasurer, S. C. Rogers; Assistant Treasurer, E. G. Dunlap; Auditor, E. D. Gault; Superintendent, G. J. A. Paul; Chief Engineer, H. L. Patterson; Claim Agent, J. W. Sturdevant.

MANCHESTER STREET RAILWAY CO., Manchester, N. H.

President, S. Reed Anthony; Treasurer, Wm. A. Tucker; Clerk, Edwin F. Jones; Assistant Treasurer, Purchasing Agent and General Manager, J. Brodie Smith; Superintendent, W. J. Goldthwait, Jr.

MANILA ELECTRIC RAILROAD & LIGHT CO., Manila, P. I.

President, Charles M. Swift; Vice-President, F. H. Reed; Second Vice-President and General Manager, Chas. B. Graves; Secretary and Treasurer, T. F. Wickham; General Managers, J. G. White & Co., Inc.

MARQUETTE COUNTY GAS & ELECTRIC CO., Ishpeming, Mich.

President, John B. Sears; Secretary and Treasurer, John J. Bryant, Jr.; General Manager, W. J. McCorkindale; Auditor, John D. McDougall; Mechanical Engineer, W. A. Scovill; Electrical Engineer, A. E. Brownell; Master Mechanic, Robert Strangberg.

MASON CITY & CLEAR LAKE RAILWAY CO., Mason City, Ia.

President, W. E. Brice; Vice-President, Secretary and General Manager, F. J. Hanlon; Treasurer, C. H. McNider; Auditor, G. E. Peck; Chief Engineer, J. H. Lary; Chief Electrician, F. D. Way.

MAYSVILLE STREET RAILROAD & TRANSFER CO., Maysville, Ky.

President, A. M. J. Cochran; Secretary, Treasurer and Manager, R. A. Cochran; Superintendent, Beecher Holliday.

MEMPHIS STREET RAILWAY CO., Memphis, Tenn.

President and General Manager, T. H. Tutwiler; Vice-President, E. E. Wright; Secretary, Treasurer and Auditor, W. H. Burroughs; General Superintendent, E. W. Ford; Engineer Power Station, T. J. Tucker; Claim Agent, C. B. Proctor; Superintendent Transportation, J. L. Foster; Master Mechanic, A. D. McWhorter.

MENOMINEE & MARINETTE LIGHT & TRACTION CO., Menominee, Mich.

President, Augustus Spies; Vice-President, G. A. Bleash; Secretary and General Manager, Edward Daniell; Treasurer, Harry J. Brown.

MERIDIAN LIGHT & RAILWAY CO., Meridian, Miss.

President, A. J. Paterson; Vice-President, W. H. Armbrecht; Secretary-Treasurer, C. S. W. Price; General Manager, A. B. Paterson; Chief Steam Engineer, F. L. Bailey; Electrician, J. A. Anderson; Superintendent Railway Department, I. H. McArthur; Master Mechanic, C. N. Holland; Claim Agent, C. M. Wright.

MEXICO TRAMWAYS CO., City of Mexico, Mex.

President, F. S. Pearson; Vice-President, Z. A. Lash; Managing Director, Robert C. Brown; General Manager, Harro Harrsen; Treasurer, A. S. Palfray; Secretary, P. Méndez y Méndez; Civil Engineer, V. L. Havens; Electrical Engineer, W. H. Fiske; Master Mechanic, George C. Murray; Purchasing Agent, Geo. J. Troop.

MICHIGAN UNITED RAILWAYS CO., Jackson, Mich.

President, Myron W. Mills; Vice-President, James R. Elliott; Secretary, Robert Morrison, Jr.; Treasurer, Pomeroy Ladue; General Manager, J. P. Clark; Claim Agent, J. R. Whiting.

MIDDLESEX & BOSTON STREET RAILWAY CO., Newtonville, Mass.

President, J. L. Richards; Vice-President, Sydney Harwood; General Manager, C. A. Sylvester; Secretary, A. A. Ballantine; Treasurer, E. M. Richards; Auditor, R. Grant; Claim Agent, Pitt F. Drew; Assistant Treasurer, G. M. Cox.

MILFORD & UXBRIDGE STREET RAILWAY CO., Milford, Mass.

President, J. T. Manson; Secretary, Wendell Williams; Treasurer, James E. Walker; General Manager, Walter L. Adams; Chief Engineer, F. M. Daniels; Claim Agent, Wendell Williams.

MILLVILLE TRACTION CO., Millville, N. J.

President, George Wood; Vice-President, Henry B. Kemble; Secretary, G. H. Thomas; Treasurer and General Manager, D. C. Lewis; Chief Electrician, J. Straub.

MINNEAPOLIS, ST. PAUL, ROCHESTER & DUBUQUE ELECTRIC TRACTION CO., Minneapolis, Minn.

President, M. W. Savage; First Vice-President, J. B. Bradshaw; Second Vice-President, W. D. Boutell; Third Vice-President, E. B. Savage; Secretary, H. M. Boutelle; Auditor, M. L. Yankel; Superintendent and Purchasing Agent, F. A. Martin; Chief Engineer, F. G. S. Hunt; Superintendent Construction, J. McNaught; Superintendent Right of Way, W. B. Boardman.

MOBILE LIGHT & RAILROAD CO., Mobile, Ala.

President and Manager, J. H. Wilson; Vice-President, S. H. Wilson; Secretary and Auditor; Lloyd Lyon; Treasurer, C. W. Spunner; Claim Agent, R. W. Jones, Jr.; Master Mechanic, S. M. Coffin; Superintendent Transportation, J. W. Ross.

MONTEREY & PACIFIC GROVE RAILWAY CO., Monterey, Cal.

President, George Heazelton; Vice-President, John M. Gardiner; Secretary, Burke Corbet; Treasurer, H. R. Hudson; General Manager, William H. P. Hill; Superintendent of Power, A. Y. Mudell.

MONTEREY RAILWAY, LIGHT & POWER CO., Monterey, N. L., Mexico.

President, William Mackenzie; Vice-President and General Manager, Lewis Lukes; Manager, E. Dysterud; Auditor, F. F. Nasmith; Electrical Superintendent, F. Wright; Mechanical Superintendent, C. D. Baxter; Superintendent of Transportation, S. Irvine; Secretary, R. P. Ormsby; Chief Engineer and Official Representative, G. R. G. Conway; Master Mechanic, W. J. Greene.

MONTGOMERY TRACTION CO., Easton, Pa.

President and General Manager, W. O. Hay; Secretary-Treasurer, Geo. A. Reed; Superintendent, Thos. Gibson; Electrical Engineer, W. O. Hay, Jr.

MONTREAL STREET RAILWAY CO., Montreal, Quebec.

President, L. J. Forget; Vice-President, K. W. Blackwell; Secretary, Patrick Dubee; Managing Director, W. G. Ross; Comptroller, H. E. Smith; Manager, D. McDonald; Chief Engineer, R. M. Hannaford; Electrical Engineer, A. S. Byrd; Superintendent, A. Gaboury; Claim Agent, A. Gadoua; Master Mechanic, N. Graburn; Superintendent of Construction, Guy Boyer.

Morris County Traction Co., Morristown, N. J.

President, David Gring; Vice-Presidents, Theo. F. Lozier and W. L. Gorgas; Secretary and Treasurer, A. W. Dunkle; General Manager, R. M. Gring; Superintendent Summit & Millburn Division, W. H. Swain; Superintendent Dover Division, Ira Reighter.

Muncie & Portland Traction Co. (The), Portland, Ind.

President, E. B. Ball; Vice-President, Wm. C. Ball; Secretary, G. A. Ball; Treasurer, F. C. Ball; Auditor, E. J. Skehan; General Manager and Purchasing Agent, E. B. Lincoln; Trainmaster, B. Collette; Chief Dispatcher, C. Gehring.

Nahant & Lynn Street Railway Co., Lynn, Mass.

President, William La Croix; Vice-President, Thomas A. Kelley; Secretary and Treasurer, Clifton Colburn; General Manager and Electrical Engineer, J. E. Dozier; Master Mechanic, H. L. Campbell.

Nashville Interurban Railway Co., Nashville, Tenn.

President and Treasurer, H. H. Mayberry; Vice-President, Nat Baxter; Secretary, C. R. Cockle; General Manager, Meade Frierson; Superintendent of Operation, J. D. Brown; Electrical Engineer, H. S. Badger; General Counsel, John A. Pitts.

Nashville Railway and Light Co., Nashville, Tenn.

President and General Manager, Percy Warner; Vice-President, J. C. Bradford; Secretary and Treasurer, H. C. Walters; Superintendent Railway Department, H. A. Davis; Superintendent Lighting Department, J. P. W. Brown; Chief Engineer Power House, W. G. Cameron; Master Mechanic, George Swint; Claim Agent, Kinney Harman.

New Hampshire Electric Railways, Haverhill, Mass.

President, D. A. Belden; Vice-President, M. N. Buckner; Secretary and Treasurer, F. J. Horne; General Manager, Franklin Woodman; Claim Agent, Harry S. Ellis.

New Jersey & Hudson River Railway & Ferry Co., Edgewater, N. J.

President, A. Merritt Taylor; First Vice-President, W. H. Clark; Second Vice-President. Frank R. Ford; Third Vice-President, W. N. Barrows; Treasurer, S. C. Stivers; Assistant Treasurer, J. A. McCarthy; General Manager, F. W. Bacon; Chief Engineer, A. A. Robertson; Superintendent Transportation, L. P. Baurhenn; Master Mechanic, G. G. Porter.

NEW JERSEY RAPID TRANSIT CO., Sea Isle City, N. J.

President, W. W. Brooks; Vice-President, M. A. Brooks; Secretary and Treasurer, M. S. Brooks.

NEW ORLEANS RAILWAY & LIGHT CO., New Orleans, La.

President, Hugh McCloskey; Vice-Presidents, J. J. Gannon, E. C. Foster and Jos. H. DeGrange; Treasurer and Auditor, H. A. Ferrandou; Assistant Auditor and Treasurer, H. J. Jumonville; Superintendent of Transportation, H. J. Dressel; Manager Gas Company, T. D. Miller; Contracting Agent, W. E. Clement; Engineer, A. L. Black; Superintendent of Power, E. B. McKinney; Purchasing Agent, John R. McGivney; Claim Agent, W. H. Renaud.

NEW YORK & NORTH SHORE TRACTION CO. (THE), Roslyn, N. Y.

President, John J. Stanley; Vice-President, George A. Stanley; Secretary, J. A. MacElhinny; Treasurer, George F. Schofield; Auditor, G. F. Smith; General Manager and Purchasing Agent, George B. Thomas; Superintendent, Thomas B. Davis; Chief Engineer, Charles Hugh Clark; Master Mechanic, C. A. Kinsey.

NEW YORK & PORT CHESTER RAILROAD CO., New York, N. Y.

President and Chief Engineer, M. Moulton; Secretary, William C. Cannon; Assistant Secretary, R. P. Buell; Treasurer, C. L. Nagle.

NEW YORK STATE RAILWAYS, Rochester, N. Y.

President, H. E. Andrews; Vice-Presidents, W. K. Vanderbilt, Jr., J. J. Stanley, W. N. Kernan and E. J. Cook; Secretary and Auditor, J. C. Collins; Assistant Secretary and General Auditor, A. L. Linn, Jr.; Treasurer, E. L. Rossiter; Assistant Treasurer, C. A. Tucker; Engineer Maintenance of Way, B. E. Tilton; General Superintendent Transportation, W. R. W. Griffin; Superintendent Transportation, City Lines, W. C. Callaghan; Superintendent Transportation, Interurban Lines, M. D. Kilbride; Master Mechanic, Terrance Scullin; Electrical Engineer, C. L. Cadle; General Passenger and Express Agent, B. E. Wilson; Claim Adjuster, J. E. Joyce; Purchasing Agent, H. M. Butler; Engineer Buildings, G. M. Cameron.

NEWPORT NEWS & OLD POINT RAILWAY & ELECTRIC CO., Hampton, Va.

President, W. J. Payne; Vice-Presidents, George A. Schmelz and John A. Young; Secretary, D. C. Zollickoffer; Treasurer, H. L. Schmelz; Auditor, Franz von Schilling; General Manager, W. W. S. Butler; Chief Engineer, E. W. Norris; Master Mechanic, O. S. Cosby.

NORFOLK & BRISTOL STREET RAILWAY CO., South Walpole, Mass.

President, M. P. Clough; Treasurer, Henry F. Smith; General Manager, M. A. Cavanaugh; Superintendent, F. M. Perry; Engineer Power Station, W. O. Cutter; Master Mechanic, L. Bjorkengren; Roadmaster, A. Duplisea; Park Manager, Robert Ross.

NORFOLK & PORTSMOUTH TRACTION CO., Norfolk, Va.

President, John Blair MacAfee; First Vice-President, Frank O. Briggs; Second Vice-President, G. M. Serpell; Secretary, T. B. Gay; Assistant Secretary, Henry Rainey; Treasurer and Auditor, W. J. Kehl; General Manager, E. C. Hathaway; General Superintendent Railways, J. L. Adams; Claim Agent, C. S. Hanks.

NORTHAMPTON STREET RAILWAY CO., Northampton, Mass.

President, John C. Hammond; Vice-President and Treasurer, N. D. Winter; Secretary, Henry P. Field; Auditor, G. W. Cook; Superintendent, Edwin C. Clark.

NORTHAMPTON TRACTION CO., Easton, Pa.

President, Thomas A. H. Hay; Vice-President, A. R. Dunn; Secretary, W. O. Hay; Treasurer, Chester Snyder; General Superintendent, D. L. Beaulieu; Chief Engineer, A. E. Raub; Claim Agent, C. B. Brunner.

NORTHERN CAMBRIA STREET RAILWAY CO., Patton, Pa.

President, W. H. Denlinger; Vice-President, R. Peale; Secretary, J. H. Allport; Treasurer, H. F. Bigler; Auditor, C. L. Calahan; Superintendent and Park Manager, J. L. McNelis.

NORTHERN COLORADO POWER CO. (THE), Boulder, Colo.

President, William J. Barker; Vice-President, John F. Wallace; Secretary, George Best; General Manager, C. H. Williams.

NORTHERN ELECTRIC RAILWAY CO., Chico, Cal.

President, E. R. Lilienthal; Vice-President, Louis Sloss; Secretary and Treasurer, Norman Logan; General Manager, A. D. Schindler; Assistant General Manager, Melville Dozier, Jr.; Auditor, H. L. Gibson; Claim Agent, F. A. Ross; Mechanical and Electrical Engineer, J. P. Edwards; General Freight and Passenger Agent, S. W. Russell.

NORTHERN ELECTRIC STREET RAILWAY CO. (THE), Scranton, Pa.

President, A. J. Connell; Secretary and Treasurer, E. H. Ripple; General Manager, R. W. Day; Engineer, T. C. Dougherty.

NORTHERN ILLINOIS LIGHT & TRACTION CO., Ottawa, Ill.

President, E. W. Rollins; Vice-President, George H. Taylor; Secretary and Treasurer, J. S. Tishon; General Manager, L. W. Hess; Chief Engineer, Charles Nahn.

NORTHERN OHIO TRACTION & LIGHT CO., Akron, O.

President, H. A. Everett; Vice-President, Will Christy; General Manager, Charles Currie; Secretary, C. F. Moore; Treasurer, J. R. Nutt; Auditor, C. H. Lahr; Chief Engineer, J. T. Ross; General Superintendent, W. H. Douglass; Mechanical and Electrical Engineers, W. Roberts and W. H. Tucker; Claim Agent, T. W. Wakeman.

NORTHERN TEXAS TRACTION CO., Fort Worth, Tex.

President, G. E. Tripp; Vice-President and Manager, H. T. Edgar; Secretary, Alvah K. Todd; Treasurer, H. B. Sawyer; Assistant Treasurer, J. H. DuFresne; General Managers, Stone & Webster Management Association; General Superintendent, G. H. Clifford; Passenger and Claim Agent, W. C. Forbess; Mechanical Engineer, E. L. White; Superintendent of Transportation, Fort Worth Division, C. H. Bowen.

NORTHWESTERN CORPORATION, Walla Walla, Wash.

President, Isaac W. Anderson; Auditor, T. Nickelson; General Manager, A. Welch; Chief Engineer and General Superintendent, H. G. Fleischauer; Claim Agent, E. W. Hall; Mechanical Engineer, H. K. Lugger.

OHIO ELECTRIC RAILWAY CO., Cincinnati, O.

President, W. Kesley Schoepf; Vice-President and General Manager, Dana Stevens; Vice-President, J. B. Foraker, Jr.; Secretary and Treasurer, F. A. Healy; Assistant General Manager, A. Benham; Auditor, M. W. Glover; Claim Agent, J. M. Boyer; Chief Engineer, Gaylord Thompson; District Manager, B. J. Jones; Superintendents, N. C. Draper, E. J. Moore, H. G. Gilpin, H. F. Diche and B. M. Brown; Consulting Engineer, Thomas Elliott; General Passenger Agent, W. S. Whitney; General Freight Agent, J. C. Forester; Tax and Land Agent, F. P. Edson.

Ohio River Electric Railway & Power Co. (The), Pomeroy, O.

President, Percy M. Chandler; Vice-President and General Manager, John Blair MacAfee; Secretary, J. Clark Moore; Treasurer, J. T. Walmsley; Superintendent, J. W. Wolfe.

Ohio & Southern Traction Co. (The), Columbus, O.

President, Dr. S. B. Hartman; Vice-President and General Manager, F. W. Schumacher; Secretary, J. M. Butler; Treasurer, J. A. Hedges; Auditor, J. N. Gibson; Chief Engineer, R. N. Hemming; General Superintendent, W. V. Baker.

Ohio Valley Electric Railway Co., Huntington, W. Va.

President, Wm. C. Sproul; Vice-President, Wm. S. Ellis; Secretary and Treasurer, Thomas McK. Hays; General Manager, W. W. Magoon; Electrical and Chief Engineer, James Fagan.

Oklahoma Railway Co., Oklahoma City, Okla.

President, Anton H. Classen; Vice-President, John W. Shartel; Secretary, J. J. Johnson; Treasurer, H. M. Brauer; Auditor, A. C. Moore; General Manager, W. A. Haller; General Superintendent, Chas. W. Ford; Superintendent Motive Power Machinery, F. J. Bennett; Roadmaster, W. D. Pease; Superintendent Transportation, E. L. Lawson.

Old Colony Street Railway Co., Boston, Mass.

President, P. F. Sullivan; Vice-President and General Manager, R. S. Goff; Secretary, Charles Williams; Treasurer and Purchasing Agent, C. R. Rockwell; Assistant Treasurer, J. H. Goodspeed; General Auditor, D. Dana Bartlett; General Claim Agent, W. A. Rice; Assistant General Manager, H. E. Reynolds; Passenger Agent, H. A. Faulkner; Superintendents J. T. Conway and G. F. Seibel; Superintendent of Motive Power and Machinery, C. F. Bancroft; Superintendent of Equipment, E. W. Holst; Electrical Engineer, G. W. Palmer, Jr.

Olympia Light & Power Co., Olympia, Wash.

President, Hazard Stevens; Vice-President, N. W. Jordan; Secretary, John F. Souther; Treasurer, General Manager and Claim Agent, L. B. Faulkner; General Superintendent, H. C. Ranft.

Omaha & Council Bluffs Street Railway Co., Omaha, Neb.

President, G. W. Wattles; Vice-President, Frank T. Hamilton; Secretary and Assistant General Manager, R. A. Leussler; Treasurer and General Manager, W. A. Smith; Auditor, Z. E. Watson; Chief Engineer, H. B. Noyes; Superintendent of Transportation, L. C. Nash; Claim Agent, A. W. Gross; Master Mechanic, T. E. Woods.

Omaha, Lincoln & Beatrice Railway Co., Lincoln, Neb.

President, Harvey Musser; Vice-President, H. H. Wilson; Secretary, Treasurer and General Manager, E. C. Hurd; Auditor, H. S. Norton.

Ontario West Shore Railway Co., Goderich, Ont.

President, Jno. W. Moyes; Vice-President, S. C. Smoke; Secretary, H. J. A. MacEwan.

Oregon Electric Railway Co., Portland, Ore.

President, George Barclay Moffat; Vice-President and General Manager, Guy W. Talbot; Secretary, Auditor and Traffic Manager, Geo. F. Nevins; Assistant Treasurer and Purchasing Agent, C. H. Still; Superintendent, C. A. Coolidge; Electrical Engineer, L. B. Cramer; Roadmaster, J. O. Johnson, Jr.; Right of Way and Claim Agent, Geo. M. McDowell; Master Mechanic, W. O. Fragmeier.

Ottawa Electric Railway Co., Ottawa, Ontario.

President, T. Ahearn; Vice-President, Peter Whelen; Secretary and Treasurer, James D. Fraser; Superintendent and Purchasing Agent, J. E. Hutcheson; Auditor, R. Quain.

Pacific Coast Railway Co., San Luis Obispo, Cal.

President, J. C. Ford; General Auditor, J. W. Smith; Superintendent and General Freight Agent, E. W. Clark; Purchasing Agent, J. Warwick; Electrical Engineer, James Anderson; General Passenger Agent, C. D. Dunann; Master Mechanic, D. W. Ford; Roadmaster, J. Burke.

Pacific Traction Co., Tacoma, Wash.

President, Guy E. Tripp; Vice-President, E. Howard George; Treasurer, Henry B. Sawyer; Assistant Treasurers, Willard W. Dow and Arthur W. Q. Birtwell; Secretary, Alvah K. Todd; General Managers, Stone & Webster Management Association; Clerk, Lewis A. Burleigh.

PADUCAH TRACTION CO. (THE), Paducah, Ky.

President, J. L. Friedman; Vice-President, Fred. S. Pratt; Secretary, Alvah K. Todd; Treasurer, H. B. Sawyer; General Managers, Stone and Webster; Manager, F. E. Reidhead; Superintendent, L. A. Sohier; Assistant Treasurer, J. E. Bigham; Superintendent Transportation, J. W. McNeely.

PENSACOLA ELECTRIC CO., Pensacola, Fla.

President, George J. Baldwin; Vice-President, Chas. F. Wallace; Treasurer, Henry B. Sawyer; Assistant Treasurer, A. G. Jillson; Manager, Alba H. Warren; Chief Engineer, J. L. Sweeny; General Superintendent, E. G. Howard.

PEOPLE'S GAS & ELECTRIC CO., Burlington, Ia.

President, G. H. Higbee; Vice-President, E. C. Walsh; Secretary, Treasurer and General Manager C. H. Walsh; Auditor, Geo. Eyestone.

PEOPLE'S RAILWAY CO. (THE), Dayton, O.

President, J. A. McMahon; Vice-President, Henry J. Crowley; Secretary and Treasurer, C. L. S. Tingley; Assistant Secretary, Eugene Winchet; Assistant Treasurer, W. W. Perkins; Comptroller, F. J. Pryor, Jr.; General Manager, George C. Towle; Chief Engineer, A. S. Kibbe; Mechanical Engineer, Thos. Synett; Superintendent of Transportation and Claim Agent, V. R. Powell; Master Mechanic, L. W. Wilson.

PEORIA RAILWAY TERMINAL CO., Peoria, Ill.

President, W. T. Irwin; Vice-President and General Manager, E. A. Burrill; Secretary and Treasurer, W. J. Jack; Auditor, R. H. Hardin.

PETERBOROUGH RADIAL RAILWAY CO. (THE), Peterborough, Ont.

President, Robert Stuart; Vice-President, J. C. Shook; Secretary, Robert Gordon; General Manager, J. H. Larmonth; Electrical Engineer, H. O. Fisk.

PHILADELPHIA & EASTON ELECTRIC RAILWAY CO., Doylestown, Pa.

President, David P. Ayars; Vice-President, A. H. Sickler; Secretary, W. S. Chambers; Treasurer and General Manager, J. C. Lugar.

PHILADELPHIA RAPID TRANSIT CO., Philadelphia, Pa.

President and General Manager, Charles O. Kruger; First Vice-President, Clarence Wolf; Second Vice-President and Comptroller, Alexander Rennick; Secretary and Treasurer, R. B. Selfridge; Auditor, E. E. Lehman; Assistant General Manager, F. H. Lincoln; Chief Engineer, William S. Twining; General Superintendent, Walter Ellis; General Claim Agent, H. R. Goshorn; Superintendent Transportation, James Bricker; Mechanical Engineer, W. C. Kerr; Engineer of Way, H. B. Nichols; Electrical Engineer, A. B. Stitzer; Superintendent of Lines and Cables, Jas. Heywood; Master Mechanic, R. G. Oliver; Superintendent of Motive Power, Chas. Hewitt.

PHILADELPHIA & WEST CHESTER TRACTION CO., Philadelphia, Pa.

President, A. M. Taylor; Vice-President, H. H. Aikens; Assistant Secretary, H. F. Sieber; Treasurer, G. L. Rihl; Superintendent, Chas. B. Fulton; Mechanical Engineer, E. W. Patterson; Electrical Engineer, W. P. Hall; Claim Agent, A. B. Hearn.

PITTSBURGH & BUTLER STREET RAILWAY CO., Butler, Pa.

President, George Heard; Vice-President, George E. Tener; Secretary and Treasurer, D. I. Parkinson; Auditor, H. F. Kirk; Manager, W. H. Pape; Superintendent, P. F. Smith.

PITTSBURGH RAILWAYS CO., Pittsburgh, Pa.

President, Jas. D. Callery; First Vice-President, J. H. Reed; Second Vice-President, S. L. Tone; Secretary, W. B. Carson; Treasurer, C. J. Braun, Jr.; Assistant to President, John Murphy; Auditor, C. S. Mitchell; Claim Agent, Cecil G. Rice; Chief Engineer, F. Uhlenhaut, Jr.; General Superintendent, P. N. Jones; Superintendent of Transportation, P. J. Callaghan; Master Mechanics, John Rogan and James A. Duffy.

PORTLAND RAILWAY, LIGHT & POWER CO., Portland, Ore.

President, B. S. Josselyn; Vice-President and Manager Railway Department, F. I. Fuller; Treasurer and Assistant Secretary, C. N. Huggins; Secretary and Assistant Treasurer, G. L. Estabrook; Traffic Manager, F. D. Hunt; General Superintendent Light and Power Department, O. B. Coldwell; Auditor, R. W. Shepherd; Chief Engineer Railway Department, A. H. Richmond; General Superintendent Railway Department, C. J. Franklin; Claim Agent, B. F. Boynton.

PORTLAND RAILROAD CO., Portland, Me.

President, Charles F. Libby; Secretary, Treasurer and General Manager, Charles F. Berry; Chief Engineer Power Station, William E. Knowlton.

PORTSMOUTH STREET RAILROAD & LIGHT CO., Portsmouth, O.

President, L. D. York; Vice-President and General Manager, R. D. York; Secretary and Treasurer, H. H. Higgins; Chief Engineer and Electrical Engineer, Geo. A. Youngman; Claim Agent, H. W. Miller.

POUGHKEEPSIE CITY & WAPPINGERS FALLS ELECTRIC RAILWAY CO., Poughkeepsie, N. Y.

President and General Manager, J. W. Hinkley, Jr.; Secretary and Treasurer, Silas Hinkley.

PROVIDENCE & DANIELSON RAILWAY CO., Providence, R. I.

President, D. F. Sherman; Vice-President, James S. Kenyon; Secretary, Franklin A. Smith, Jr.; Treasurer, George W. Prentice; General Superintendent, J. E. Thielsen; Mechanical Engineer, W. H. Moore; Electrical Engineer, J. I. Stubbert.

PUBLIC SERVICE RAILWAY CO., Newark, N. J.

President, Thomas N. McCarter; First Vice-President, Geo. J. Roberts; Second Vice-President, J. J. Burleigh; Secretary, E. W. Hine; Assistant Secretary, H. C. Stevenson; Treasurer, J. P. Dusenberry; Comptroller, P. S. Young; General Counsel, Frank Bergen; Assistant Counsel, L. D. H. Gilmour; General Manager, R. E. Danforth; Purchasing Agent, J. A. Pearson; General Auditor, M. R. Boylan; Superintendent of Transportation, N. W. Bolen; Superintendent of Distribution, E. J. Dunne; Superintendent of Rolling Equipment, Chas. Remelius; Superintendent of Maintenance of Way, Martin White; Engineer Maintenance of Way, Martin Schreiber; Superintendent of Buildings, D. G. Knight; Superintendent of Trucking, Daniel Beatty; General Claim Agent, H. V. Drown; Assistant General Claim Agent, H. D. Briggs; Real Estate Agent, Geo. Barker.

PUEBLA TRAMWAY, LIGHT & POWER CO., Puebla, Pueb., Mex.

General Manager, J. C. Riach.

PUEBLO & SUBURBAN TRACTION & LIGHTING CO. (THE), Pueblo, Colo.

President, M. D. Thatcher; Vice-President, T. H. Devine; Secretary, H. C. Baker; Treasurer and General Manager, J. F. Vail; Assistant Treasurer, E. D. Spruill; Chief Engineer and Master Mechanic, T. C. Roberts; Claim Agent, H. P. Vories; Superintendent Transportation, W. C. Porter.

QUINCY HORSE RAILWAY & CARRYING CO., Quincy, Ill.

President, G. F. Duncan; Vice-President, W. B. McKinley; Secretary, E. A. Macnutt; Treasurer, Edward Woodman; Assistant Treasurer, W. H. Carnahan; General Manager, H. E. Chubbuck; Auditor, W. J. Achelpohl; General Superintendent, W. A. Martin; Superintendent Transportation, Otto Kuchman; Mechanical Engineer, W. P. Meech; Electrical Engineer, A. Johnson.

RICHMOND LIGHT & RAILROAD CO., New Brighton, N. Y.

President, ——————; Vice-President and General Manager, S. F. Hazelrigg; Secretary, J. E. Phillips; Treasurer, H. H. Rogers, Jr.; Auditor, T. B. Bradley; Superintendent Railroad Division, T. J. Mullen; Chief Engineer, John Dickson; Claim Agent, P. J. Finn.

ROANOKE RAILWAY & ELECTRIC CO., Roanoke, Va.

President, R. D. Apperson; Vice-President, Charles R. Miller; Secretary, D. J. Collins; Treasurer, F. H. Shelton; General Manager, J. W. Hancock; Electrical Engineer, W. G. Claytor; Superintendent Transportation, W. T. Bush.

ROCK ISLAND SOUTHERN RAILROAD CO., Monmouth, Ill.

President, M. A. Walsh; Vice-President, E. C. Walsh; Secretary, J. W. Walsh; General Manager and Superintendent, W. W. McCullough; Treasurer, C. H. Walsh.

ROCKFORD & INTERURBAN RAILWAY CO., Rockford, Ill.

President, H. D. Walbridge; First Vice-President, Emil G. Schmidt; Second Vice-President, T. M. Ellis; Secretary, W. H. Lemons; Treasurer, W. H. Bruner; General Superintendent, F. W. McAssey; Engineer Maintenance of Way, Edwin Main; Electrical Engineer, G. G. Crane; General Passenger and Freight Agent, C. C. Shockley.

ROCKLAND, THOMASTON & CAMDEN STREET RAILWAY. Rockland, Me.

President, George E. Macomber; Secretary, Herbert M. Heath; Treasurer, Augustus D. Bird; General Manager, Thomas Hawken; Superintendent, Valentine Chisholm; Chief Engineer, Charles E. Gregory.

RUTLAND RAILWAY, LIGHT & POWER CO., Rutland, Vt.

President, G. T. Rogers; Vice-President, Leo H. Wise; Secretary and Treasurer, Charles H. West; General Manager, Geo. S. Haley; Electrical Engineer, L. R. McBroom; Superintendent Transportation, A. E. Hewett; Master Mechanic, Thomas L. Roach.

SACRAMENTO ELECTRIC, GAS & RAILWAY CO., Sacramento, Cal.

President, John A. Britton; Vice-President, John Martin; Secretary, D. H. Foote; Treasurer and Comptroller, A. F. Hockenbeamer; Manager, C. W. McKillip; Claim Agent, J. P. Coghlan; Chief Engineer, G. C. Holberton; Superintendent Transportation, G. W. Merrell.

SAGINAW VALLEY TRACTION CO., Saginaw, Mich.

President, H. D. Walbridge; Vice-President, B. C. Cobb; Second Vice-President, H. T. Wicks; General Manager, J. F. Collins; Secretary and Auditor, H. G. Kessler; Treasurer, J. W. Glendening; Claim Agent, P. J. Cunningham.

ST. JOHN RAILWAY CO. (THE), St. John, N. B.

President, James Ross; Vice-President, H. H. McLean; Secretary, Treasurer and Purchasing Agent, H. M. Hopper; Auditor, P. F. Blanchet; Manager, W. Z. Earle; Chief Engineer, Thos. Irwin; Chief Electrician, H. A. Brown.

ST. JOSEPH RAILWAY, LIGHT, HEAT & POWER CO., St. Joseph, Mo.

President, John Donovan; Vice-President and General Manager, J. H. Van Brunt; Vice-President, E. W. Clark, Jr.; Secretary and Treasurer, G. L. Estabrook; Assistant Secretary and Auditor, Charles E. Foster; Chief Engineer Power Station, R. A. Foresman; Claim Agent, F. J. Stever; Superintendent of Transportation, O. L. Bocock.

SAN ANTONIO TRACTION CO. (THE), San Antonio, Tex.

President, Emerson McMillin; Vice-President and General Manager, W. B. Tuttle; Secretary, R. C. Jones; Assistant Secretary and Assistant Treasurer, C. N. Jelliffe; Engineer and Assistant General Manager, W. H. Thomson, Jr.; Auditor, P. L. King; Treasurer, O. O. Woodman; General Superintendent, J. J. King; Superintendent Transportation, T. C. Brown; Claim Agent, R. L. Bridgman.

SAN DIEGO ELECTRIC RAILWAY CO., San Diego, Cal.

President, John D. Spreckles; Vice-President and Managing Director, William Clayton; Secretary and Treasurer, H. L. Titus; General Auditor, A. H. Kayser; General Superintendent, B. M. Warner; Chief Engineer, Charles McLagan; Superintendent, M. J. Perrin; Mechanical and Electrical Engineer, H. MacNutt.

San Jose Railway Co., San Jose, Cal.

President, Geo. Journy; Vice-President, W. S. Goodfellow; Secretary, Treasurer and General Manager, G. L. Barker; Auditor, H. P. Knox; Chief Engineer, G. E. B. Welles; Electrical Engineer, F. Thurber; Master Mechanic, H. R. Larouette.

San Juan Light & Transit Co., San Juan, Porto Rico.

President, Carl C. Giles; Vice-President, J. M. Smith; Secretary and Treasurer, F. C. Clarke; Managing Director, F. W. Teele; Accountant, C. S. Jenner.

Sao Paulo Tramway, Light & Power Co., Ltd., Sao Paulo, Brazil.

President, Wm. Mackenzie; Vice-Presidents, Frederic Nicholls, Z. A. Lash and Alexander Mackenzie; Manager, W. N. Walmsley; Secretary and Treasurer, J. M. Smith.

Savannah Electric Co., Savannah, Ga.

President, George J. Baldwin; Vice-President, C. F. Wallace; Secretary, G. C. Carson; Treasurer, H. B. Sawyer; Assistant Treasurer, R. H. Eaton; Manager, M. L. Sperry; Chief Engineer, F. M. Yawger; Claim Agent, J. J. Garity; Assistant Manager, G. W. Rounds; Superintendent of Distribution, W. B. Purse; Master Mechanic, W. C. DeVane; Commercial Agent, E. S. Roberts; Purchasing Agent, J. G. Holtzclaw.

Schenectady Railway Co., Schenectady, N. Y.

President, C. S. Sims; Vice-President, Horace E. Andrews; Secretary and Treasurer, J. H. Aitkin; General Manager, E. F. Peck; General Superintendent, G. L. Radcliffe; Auditor, F. E. Belleville; Engineer Maintenance of Way, B. Penoyer; Claim Agent, H. Robinson; Master Mechanic, F. J. Doyle; Superintendent of Transportation, J. F. Hamilton; Manager Express Department, F. Walsh.

Schuylkill & Dauphin Traction Co., Pottsville, Pa.

President, J. W. Moyer; Secretary and Treasurer, Edgar D. Rank; General Manager, W. E. Harrington; Auditor, A. E. Dedrick; Claim Agent, S. S. Straub.

Scioto Valley Traction Co. (The), Columbus, O.

President and General Manager, F. A. Davis; Vice-President, W. S. Courtright; Secretary and Treasurer, E. R. Sharp; Auditor, F. K. Young; Superintendent, C. Skinner; Civil Engineer, Julian Griggs; Chief Steam Engineer, R. W. Parry; Electrical Engineer, R. Fullerton; Claim Agent, N. E. Rees; Master Mechanic, Geo. Stiles; Purchasing Agent, R. Fullerton; General Freight Agent, J. O. Bradfield.

SCRANTON RAILWAY CO., Scranton, Pa.

President, J. J. Sullivan; Vice-President, H. J. Crowley; Secretary and Treasurer, C. L. S. Tingley; Assistant Secretary and Treasurer, W. W. Perkins; Comptroller, F. J. Pryor, Jr.; General Manager, Frank Caum; Chief Engineer, A. S. Kibbe; Claim Agent, Stephen Dwyer; Superintendent Transportation, P. T. Reilly; Master Mechanic, E. A. Wildt.

SEATTLE ELECTRIC CO. (THE), Seattle, Wash.

President, Jacob Furth; Vice-President, Guy E. Tripp; Secretary and General Counsel, Jas. B. Howe; Treasurer, H. B. Sawyer; Assistant Treasurer, F. Dabney; Auditor, W. E. Wilmot; General Managers, Stone and Webster; Manager, E. E. Potter; Sales Manager, W. J. Grambs; Assistant Sales Manager, R. M. Arms; Superintendent of Transportation, A. L. Kempster; Assistant Superintendent of Transportation, L. R. Grant; Purchasing Agent, E. C. Gaumnitz; Claim Agent, Geo. Carson; Electrical and Mechanical Engineer, A. L. Snyder; Chief Engineer and Park Manager, G. P. James; Chief Electrician, S. C. Lindsay; Master Mechanic, A. D. Campbell; Roadmaster, G. A. deHaseth; Engineer Power Stations, W. J. Santmyer.

SHEBOYGAN LIGHT, POWER & RAILWAY CO., Sheboygan, Wis.

Vice-President, Treasurer and General Manager, Ernest Gonzenbach; Secretary, J. A. Chesney; Auditor, Aug. Westermeyer; Chief Engineer, W. B. Voth; Superintendent Transportation, H. J. Pagel; Master Mechanic, J. L. Curtiss.

SIOUX CITY SERVICE CO., Sioux City, Ia.

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SIOUX FALLS TRACTION SYSTEM, Sioux Falls, S. D.

President, Treasurer and General Manager, F. M. Mills; Vice-President, J. W. Boyce; Secretary and Superintendent, Jas. Brooks; Electrical Engineer, Andrew Deam.

SLATE BELT ELECTRIC STREET RAILWAY CO., Pen Argyl, Pa.

President, Geo. K. Mosser; Vice-President and Treasurer, Walter Keck; Secretary, H. E. Rogers; Auditor, H. W. Praetorious; General Manager, Purchasing and Claim Agent, J. T. Hambleton; Electrical Engineer, H. Smith; Chief Engineer Power Station, W. J. Mutton; Master Mechanic, B. I. Kilpatrick; Roadmaster, John Garis.

SOUTH SHORE TRACTION CO., New York, N. Y.

President, James T. Wood; Vice-President, Paul T. Brady; Treasurer, Frederick D. Kilburn; Secretary, A. C. Hume.

SOUTHERN COLORADO POWER & RAILWAY CO. (THE), Denver, Colo.

Receiver, Frank P. Read; President, J. J. Henry; Vice-President, K. Schuyler; General Manager, H. N. Siegfried; Assistant Secretary and Treasurer, D. H. Rupp; Engineer, F. A. Warfield.

SOUTHERN WISCONSIN RAILWAY CO., Madison, Wis.

President, F. W. Montgomery; Vice-President, Dudley Montgomery; Secretary and Treasurer, Warren Montgomery; Chief Electrician, M. Stumpf.

SOUTHWEST MISSOURI RAILROAD CO., Webb City, Mo.

President, Treasurer and General Manager, A. H. Rogers; Vice-President, E. Z. Wallower; Secretary, A. G. Knisely; Auditor, W. E. McMechan; Claim Agent and Superintendent Transportation, S. W. Gunsalus; General Superintendent and Mechanical Engineer, E. J. Pratt.

SOUTH-WESTERN TRACTION CO., London, Ont.

President, F. G. Rumball; Vice-President, A. McKay; General Manager, S. W. Mower; Auditor, H. R. Skirving.

SPARTANBURG RAILWAY, GAS & ELECTRIC CO., Spartanburg, S. C.

President, W. C. Crawford; Vice-President and General Manager, F. H. Knox; Secretary and Treasurer, Jas. C. Chaplin; Auditor, Geo. C. Thompson; Superintendent Railway, B. Buckheister.

SPOKANE TRACTION CO., Spokane, Wash.

President, C. M. Graves; Vice-President, J. P. Graves; Secretary, C. H. Wolf; Treasurer, H. B. Ferris; Chief Engineer, A. M. Lupfer; Claim Agent, J. M. Hone; General Superintendent, F. C. Farr; Electrical Engineer, J. B. Ingersoll; Master Mechanic, F. C. Vehslage.

SPRINGFIELD CONSOLIDATED RAILWAY CO., Springfield, Ill.

President, H. D. Walbridge; Vice-President and General Manager, Emil G. Schmidt; Secretary and Treasurer, H. T. Willett; General Superintendent, Warren Partridge; Superintendent Transportation and Adjuster, C. S. Goodwill; Engineer, W. L. Wilson.

SPRINGFIELD RAILWAY CO. (THE), Springfield, O.

President, Oscar T. Martin; Vice-President, Henry J. Crowley; Secretary and Treasurer, C. L. S. Tingley; Assistant Secretary and Assistant Treasurer, W. W. Perkins; Auditor, Frank J. Pryor, Jr.; General Manager, Geo. C. Towle; Chief Engineer, A. S. Kibbe; Master Mechanic, Edward Shirley; Superintendent Transportation, E. B. Gunn; Claim Agent, Paul C. Martin.

SPRINGFIELD STREET RAILWAY CO., Springfield, Mass.

President, L. S. Storrs; Vice-President and General Manager, H. C. Page; Comptroller, J. T. Harmer; Chief Engineer, R. G. Tyler; Master Mechanic, George S. Webb; Superintendent Springfield Division, Geo. F. Reed; Superintendent Palmer Division, F. S. Hunnewell; Treasurer, L. Candee; Traffic Manager, C. V. Wood; Engineer of Power and Equipment, P. W. Ripple; Purchasing Agent, John F. McCabe; Auditor, J. W. Jamieson.

SPRINGFIELD TRACTION CO., Springfield, Mo.

President, George E. Macomber; Vice-President, General Manager and Purchasing Agent, W. A. Bixby; Secretary, N. J. Cunningham; Treasurer, E. B. Lewis; Chief Engineer, J. M. Brown; Superintendent, F. A. Gallagher; Claim Agent, T. J. Delaney.

STERLING, DIXON & EASTERN ELECTRIC RAILWAY CO., Sterling, Ill.

President, John I. Beggs; Vice-President, C. C. Smith; Secretary and Treasurer, Robert Camp; Auditor, Fred Maxwell; General Manager and Purchasing Agent, E. E. Downs; Superintendent, W. P. Hendricks.

STEUBENVILLE & EAST LIVERPOOL RAILWAY & LIGHT CO., Steubenville, O.

President, Van Horn Ely; Secretary and Treasurer, Edward McDonnell; General Manager, J. C. Rothery; Electrical Engineer, W. S. Townsend; Chief Engineer, J. Brooks.

SUNBURY & SELINSGROVE ELECTRIC STREET RAILWAY CO., Sunbury, Pa.

President, W. H. Greenough; Secretary, Boyd A. Musser; Treasurer, J. C. H. Newcomer; Superintendent, P. H. Gentzel.

Syracuse, Lake Shore & Northern Railroad Co., Syracuse, N. Y.

President, C. D. Beebe; Vice-Presidents, H. S. Holden, C. B. Benson; Secretary, H. C. Beatty; Treasurer, W. A. Holden; General Manager and Electrical Engineer, R. A. Dyer, Jr.; Auditor, W. W. Foster; Chief Engineer, T. H. Mather.

Syracuse Rapid Transit Railway Co., Syracuse, N. Y.

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Syracuse & Suburban Railroad Co., Syracuse, N. Y.

President, C. Loomis Allen; Vice-President, Wm. P. Gannon; Auditor, M. Badgero; General Manager, W. B. Rockwell; Claim Agent, W. H. Michell.

Tacoma Railroad & Power Co., Tacoma, Wash.

President, Russell Robb; Vice-President, E. L. Carr; Secretary, A. K. Todd; Treasurer, H. B. Sawyer; Assistant Treasurer, A. W. Q. Birtwell; General Managers, Stone and Webster; Manager, W. S. Dimmock; Claim Agent, E. H. Odell; Chief Engineer, W. M. Bosworth; Superintendent of Construction, W. R. Woodard; Superintendent of Transportation, F. A. Boutelle; Electrical Engineer, K. C. Schluss; Master Mechanic, W. G. Denny; General Traffic Agent, A. H. Mackay.

Tama & Toledo Electric Railway & Light Co., Toledo, Ia.

President and General Manager, W. C. Walters; Vice-President, W. E. Brice; Secretary and Purchasing Agent, J. P. Walters; Treasurer, C. E. Walters; Auditor, S. N. Dodd; Electrician, A. J. Lever.

Tampa Electric Co., Tampa, Fla.

President, George J. Baldwin; Vice-President, Peter O. Knight; Treasurer, H. B. Sawyer; Assistant Treasurer, E. C. Hart; Secretary, A. K. Todd; General Managers, Stone & Webster Management Association; Manager, J. A. Trawick; Chief Engineer, James Orr; Claim Agent, B. M. Harrison; Superintendent of Transportation, G. A. Webb; Master Mechanic, George F. Morse.

TERRE HAUTE, INDIANAPOLIS & EASTERN TRACTION CO., Terre Haute, Ind.

President, Robert I. Todd; Vice-Presidents, Hugh J. McGowan, E. B. Peck, John J. Appel; Secretary and Treasurer, Joseph A. McGowan; Auditor, L. T. Hixson; General Manager, C. C. Reynolds; Comptroller, E. B. Peck; Electrical Engineer, Edward Heydon.

TEXAS TRACTION CO., Dallas, Tex.

President, J. F. Strickland; Vice-Presidents, J. S. Heard, W. R. Brents and Osce Goodwin; Secretary, James P. Griffin; Treasurer, O. Goodwin; General Manager, R. B. Stichter; Superintendent, M. J. Loftus; Chief Engineer, R. G. Williams.

TIDEWATER POWER CO., Wilmington, N. C.

President, Hugh MacRae; First Vice-President, M. F. H. Gouverneur; Second Vice-President, M. Y. Heyer; Secretary, H. Woollcott; Treasurer, R. J. Jones; Manager, A. B. Skelding; Chief Engineer, R. MacRae; Claim Agent, W. F. Corbett.

TOLEDO & CHICAGO INTERURBAN RAILWAY CO., Kendallville, Ind.

Receiver, James D. Mortimer; President and Treasurer, J. H. Hanson; Vice-President, F. B. Perkins; Secretary, H. M. Francis; Manager, A. J. Purinton; Auditor, N. B. McPherson.

TOLEDO RAILWAYS & LIGHT CO., Toledo, O.

President, Albion E. Lang; Vice-President and General Manager, L. E. Beilstein; Secretary and Auditor, H. S. Swift; Treasurer, S. D. Carr; Chief Engineer, J. T. Ross; Claim Agent, E. H. Eckert.

TOLEDO URBAN & INTERURBAN RAILWAY CO., Findlay, O.

President, G. B. Kerper; Vice-President, John Kilgour; Secretary and Treasurer, A. J. Becht; Auditor, W. I. McLure; General Manager, C. F. Smith; Chief Engineer, Charles Kilgour; Mechanical Engineer, W. G. Nussbaum; Master Mechanic, Frank Dudley; Traffic Manager, H. H. Stephenson.

TOPEKA RAILWAY CO., Topeka, Kan.

President, E. W. Wilson; Vice-President, L. E. Myers; Secretary and Treasurer, F. G. Kelley; Auditor, E. C. Flowers; General Superintendent, A. M. Patton; Claim Agent, C. W. Hixon; Chief Engineer, J. H. McCahan; Master Mechanic, S. T. French.

TORONTO RAILWAY CO., Toronto, Ont.

President, William MacKenzie; Vice-President, Frederic Nicholls; Secretary and Treasurer, James C. Grace; Comptroller, J. M. Smith; General Manager, R. J. Fleming; Superintendent, James Gunn.

TRANS-ST. MARY'S TRACTION CO., Saulte Ste Marie, Ont.

President, C. D. Warren; First Vice-President, J. Tatnall Lee; Second Vice-President, T. J. Drummond; Third Vice-President, J. F. Taylor; Secretary and Treasurer, W. P. Faust; Assistant Treasurer, A. H. Chitty; General Manager, W. C. Franz; Auditor, J. S. Wynn; Chief Engineer, C. N. Coburn; Manager, T. J. Kennedy; Superintendent, D. F. Thomas.

TRI-CITY RAILWAY CO., Davenport, Ia.

President, J. F. Porter; General Managers, J. G. White & Company, Inc.; General Superintendent, J. G. Huntoon; Secretary, H. E. Weeks; Claim Agent, M. M. Marcussen.

TRI-STATE TRACTION CO., Steubenville, O.

President, J. W. Donnan; Vice-President, C. Ferguson; Secretary, Alvan Donnan; Treasurer, Edward McDonald; General Manager, J. F. Flood; Superintendent Transportation, S. E. McCoy.

TUCSON RAPID TRANSIT CO., Tuscon, Ariz.

President, Wm. S. Iliff; Vice-President and General Manager, Frank E. Russell; Secretary, C. K. Durbin; Treasurer and Auditor, O. S. Moore.

TWIN CITY RAPID TRANSIT CO., Minneapolis, Minn.

President, C. G. Goodrich; Vice-President and General Manager, W. J. Hield; Secretary and Comptroller, E. S. Pattee; Treasurer, E. A. Crosby; Auditor, D. J. Strouse; Claim Agent (Minneapolis), W. O. Stout; Claim Agent (St. Paul), E. E. Watson; Engineer Power and Equipment, E. H. Scofield; Engineer Maintenance of Way, Geo. L. Wilson; Master Mechanic, W. J. Smith; General Passenger Agent, A. W. Warnock.

TWIN STATE GAS & ELECTRIC CO., Brattleboro, Vt.

President, Wm. M. Wherry, Jr.; Vice-President, Wm. C. Pratt; General Manager, I. L. Meloon; Local Manager and Electrical Engineer, E. M. Addis.

UNION ELECTRIC CO., Dubuque, Ia.

President, F. D. Stout; Vice-President, D. D. Meyers; Secretary, and Treasurer, J. R. Lindsay; Manager, L. D. Mathes; Chief Engineer, C. J. Larson; Superintendent, A. H. Smith; Master Mechanic, John C. Donnovan.

UNION LIGHT & POWER CO., Junction City, Kan.

President and General Manager, J. T. Dalton; Vice-President, H. H. Ziegler; Treasurer, S. W. Pierce; Secretary, T. G. Kennedy.

UNION STREET RAILWAY CO., New Bedford, Mass.

President, Henry H. Crapo; Vice-President, Thomas B. Tripp; Secretary, C. A. Cook; Treasurer, E. F. Nicholson; General Superintendent, E. S. Wilde; Chief Engineer, Jos. Moore; Claim Agent, I. W. Phelps; Master Mechanic, R. B. Bennett.

UNITED RAILWAYS & ELECTRIC COMPANY OF BALTIMORE (THE), Baltimore, Md.

President, Wm. A. House; Vice-President, F. A. Furst; Secretary, Wm. Early; Acting Treasurer, J. H. Windsor; General Counsel, Jos. C. France; Auditor, N. E. Stubbs; Cashier, A. J. Dietz; General Manager, J. A. Cross; Assistant General Manager, J. R. Pratt; Chief Engineer, J. M. Hood, Jr.; Consulting Engineer, L. B. Stillwell; Superintendent Transportation, W. C. Ludwig; Superintendent Motive Power, Aug. Wolff; Superintendent Shops, A. T. Clark; Claim Agent, E. J. Paige.

UNITED RAILROADS OF SAN FRANCISCO, San Francisco, Cal.

President, Patrick Calhoun; Assistant to the President, Thornwall Mullally; Vice-President and General Manager, Chas. N. Black; Secretary and Comptroller, Geo. B. Willcutt; Treasurer, Geo. E. Starr; General Superintendent, E. D. Hibbs; Claim Agent, J. H. Handlon; Engineer Maintenance of Way and Construction, B. P. Legare; Chief Electrician, S. L. Foster; Engineer of Steam Equipment, J. H. Stott; Engineer of Electrical Equipment, W. T. Bivins; Master Mechanic, J. P. Jones.

UNITED TRACTION CO., Albany, N. Y.

President, Leonor F. Loree; Vice-President, Clifford S. Sims; Second Vice-President, W. H. Williams; Comptroller, W. H. Davies; Secretary and Treasurer, James McCredie; General Manager, Edgar S. Fassett.

UNITED TRACTION CO., Reading, Pa.

President, John A. Rigg; Vice-President and Auditor, W. A. Rosen; Secretary and Treasurer, T. W. Grookett, Jr.; Claim Agent, J. E. Reifsnyder; Chief Engineer, T. K. Bell; General Superintendent, Walter A. Rigg; Electrical Engineer, C. C. Long; Mechanical Engineer, Frank A. Tyson.

UTAH LIGHT & RAILWAY CO., Salt Lake City, Utah.

President, W. H. Bancroft; First Vice-President, P. L. Williams; Second Vice-President, W. S. McCornick; Secretary, F. H. Knickerbocker; Treasurer, George S. Gannett; Auditor, W. Browne; General Manager, J. S. Wells; Electrical Engineer, O. A. Honnold; Engineer, L. L. Dagron; Assistant General Manager, R. E. Hunt; Master Mechanic, E. E. Franklin.

UTICA & MOHAWK VALLEY RAILROAD CO., Utica, N. Y.

President, Horace E. Andrews; Vice-Presidents, W. K. Vanderbilt, Jr., John J. Stanley, C. Loomis Allen; Secretary, Walter N. Kernan; Treasurer, Chas. B. Rogers; General Manager, C. Loomis Allen; General Auditor, A. L. Linn, Jr.; Auditor, J. M. Joel; Chief Engineer, W. J. Harvie; Engineer Maintenance of Way, M. J. French; Claim Agent, R. E. McDougall; General Express and Passenger Agent, Albert Eastman; Superintendent, T. C. Cherry.

VALLEY TRACTION CO., Chambersburg, Pa.

President, M. C. Kennedy; Secretary and Treasurer, W. L. Ritchey; Auditor, C. M. Davison; Superintendent, C. H. Bishop.

VIRGINIA RAILWAY & POWER CO., Richmond, Va.

Chairman, F. J. Gould; President, Wm. Northrop; Vice-President, F. Sitterding; Vice-President and General Counsel, H. W. Anderson; Secretary and Treasurer, Guy Phillips; Assistant Secretary and Treasurer, G. B. Williams; General Auditor, R. H. Keim; General Attorney, A. B. Guigon; General Superintendent Railways, C. B. Buchanan; General Superintendent Light and Power, Geo. H. Whitfield; Chief Engineer Railways, Calvin Whiteley; Superintendent Equipment and Purchasing Agent, C. C. Johnson; Superintendent of Way, R. B. Selden; Claim Agent, F. W. Mulford; Superintendent Petersburg Division, J. E. Harvell.

WASHINGTON, ALEXANDRIA & MT. VERNON RAILWAY CO., Washington, D. C.

President, Clarence P. King; Vice-President, Henry H. Pearson, Jr.; Secretary, John W. Pittock; Treasurer, W. H. Lawton; General Manager and Purchasing Agent, R. W. King; Superintendent, P. E. Clift; Chief Engineer, J. H. Stephens.

WASHINGTON, BALTIMORE & ANNAPOLIS ELECTRIC RAILWAY CO., Baltimore, Md.

President, George T. Bishop; Vice-President and General Manager, J. N. Shannahan; Secretary and Treasurer, C. F. Gladfelter; Superintendent, J. J. Doyle; Purchasing Agent, W. Stewart; General Passenger Agent, Geo. H. Gall; General Freight Agent, W. E. Slaughter; Master Mechanic, T. M. Childs.

WASHINGTON RAILWAY & ELECTRIC CO., Washington, D. C.

President, C. F. Norment; First Vice-President, Ward Thoron; Second Vice-President, George H. Harries; Secretary, F. J. Whitehead; Treasurer and Comptroller, William F. Ham; General Manager, H. W. Fuller.

WASHINGTON WATER POWER CO. (THE), Spokane, Wash.

President, Henry M. Richards; First Vice-President and General Manager, D. L. Huntington; Second Vice-President, A. B. Campbell; Secretary and Claim Agent, H. L. Bleecker; Treasurer, H. E. Perks; Auditor, G. B. Colpas; Purchasing Agent, V. G. Shinkle.

WEST CHESTER STREET RAILWAY CO., West Chester, Pa.

President, Meyer Schamberg; Vice-President and Secretary, Jonas Rice; Treasurer, Geo. D. Woodside; Auditor, A. A. Du Ban; Superintendent, E. W. Goss.

WEST PENN RAILWAYS CO., Pittsburgh, Pa.

President, W. S. Kuhn; Vice-President, James S. Kuhn; Secretary, Robert P. Watt; Treasurer, J. B. Van Wagener; Operating Manager, W. E. Moore; Auditor, C. W. Scheck; Assistant Auditor, A. E. DuBois; Chief Engineer, J. L. Fritsch; Claim Agent, T. B. Donnelly; Superintendent Transportation, J. W. Brown; Electrical Engineer, J. S. Jenks; Master Mechanic, Dan Durie.

WESTSIDE ELECTRIC STREET RAILWAY CO., Charleroi, Pa.

President, W. I. Berryman; Vice-President, J. K. Tener; Secretary, R. W. Brown; Treasurer, K. W. Daly; General Manager, D. G. Callihan.

WHATCOM COUNTY RAILWAY & LIGHT CO., Bellingham, Wash.

President, Guy E. Tripp; Vice-President, J. W. Hallowell; Secretary, A. K. Todd; Treasurer, H. B. Sawyer; General Managers, Stone & Webster; Auditor, J. C. Hector; Local Manager, L. H. Bean; Chief Engineer, H. Titcomb; Superintendent Transportation, J. Hickok, Jr.; Electrical Engineer, L. R. Coffin.

WHEELING TRACTION CO., Wheeling, W. Va.

President, T. H. Conderman; Vice-Presidents, J. J. Holloway, B. W. Peterson; Secretary and Treasurer, W. A. Shirley; General Manager, G. O. Nagle; Chief Engineer of Power Stations, A. G. Mersing; Superintendent Transportation, C. M. Marsh; Master Mechanic, F. O'Brien; Superintendent of Track and Overhead, W. A. Underwood.

WILKES-BARRE & HAZLETON RAILROAD CO., Hazleton, Pa.

President, A. Markle; Vice-President and General Manager, C. B. Houck; Secretary, C. J. Kirschner; Treasurer, N. C. Yost; Claim Agent, S. E. Jones; Superintendent of Transportation, A. F. Harger.

WILKES-BARRE & WYOMING VALLEY TRACTION CO., Wilkes-Barre, Pa.

President, John A. Rigg; Secretary and Treasurer, T. W. Grookett, Jr.; Auditor, W. A. Rosen; Claim Agent, E. L. Lindemuth; Chief Engineer, T. K. Bell; General Superintendent, T. A. Wright; Mechanical Engineer, Frank A. Tyson; Electrical Engineer, C. C. Long.

WILLIAMSPORT PASSENGER RAILWAY CO., Williamsport, Pa.

President, C. La Rue Munson; Secretary, Treasurer and General Manager, Ernest H. Davis; Auditor, H. H. Hill; Chief Engineer, S. D. Flaugh; Superintendent of Transportation, W. H. Dougherty; Master Mechanic, C. T. Herrick.

WINNIPEG ELECTRIC RAILWAY CO., Winnipeg, Manitoba.

President, William MacKenzie; Vice-President, W. Whyte; Secretary and Treasurer, F. M. Morse; Auditor, W. A. Henderson; General Manager and Chief Engineer, W. Phillips; Purchasing Agent, J. S. MacKenzie; Claim Agent, L. Polk.

WINONA RAILWAY & LIGHT CO., Winona, Minn.

President, W. J. Ferris; Vice-President, O. Holaway; Secretary and Treasurer, E. G. Boynton; General Manager, F. H. Plain; Electrical Engineer and Superintendent Transportation, C. A. Bernier; Chief Engineer, E. Kirtchner.

WORCESTER CONSOLIDATED STREET RAILWAY CO., Worcester, Mass.

President, F. H. Dewey; Vice-President, L. S. Storrs; Comptroller, J. T. Harmer; Auditor, J. W. Jamieson; Treasurer, L. Candee; Purchasing Agent, J. F. McCabe; General Manager, H. C. Page; Superintendent of Power Stations, G. W. Dunlap; Master Mechanic, A. J. McPherson; Claim Agent, H. E. Buswell.

YAKIMA VALLEY TRANSPORTATION CO., North Yakima, Wash.

President, A. J. Splawn; Vice-President, G. S. Rankin; General Manager, N. C. Richards; Chief Engineer, E. M. Kenly; Treasurer, H. C. Lucas; Secretary, H. N. Frith.

YORK RAILWAYS CO., York, Pa.

President, Hon. W. F. Bay Stewart; Vice-President and General Manager, Gordon Campbell; Superintendent Railways, F. R. Newman; Secretary and Treasurer, Joseph J. Bowser; Auditor, John J. Landers; Superintendent of Power, Walter H. Long; Chief Engineer of Maintenance of Way, Lewis C. Mayer.

YOUNGSTOWN & SOUTHERN RAILWAY CO., Youngstown, O.

President, John Stambaugh; Vice-President, Chas. Booth; Secretary and Treasurer, David Tod; Auditor and Assistant Treasurer, W. F. Bass; General Manager and Purchasing Agent, E. H. Raupp; Master Mechanic, P. Bagley; Roadmaster, J. McCloskey; Park Manager Frank F. Ohl.

MEMBER COMPANIES.

(Arranged Alphabetically According to States.)

* Reinstated by payment of 1908 dues.
§ Indicates that the Co. became a member during the month of September, 1909, and dues for 1909 are not required to be paid.
Φ Indicates that the Co. became a member after September 30, 1909.
° Membership transferred from Newton & Boston Street Railway Co.
= Membership transferred from Richmond & Petersburg Electric Railway Co.
‡ Membership transferred from Monterey Gas & Electric Co.
x Formerly the Trinidad Electric Railroad Co.
|| Indicates that dues for 1909 have not been paid.

ALABAMA.

Birmingham.....Birmingham Railway, Light & Power Co.
Gadsden.....Alabama City, Gadsden & Attalla Railway Co.
Mobile.....Mobile Light & Railroad Co.

ARIZONA.

Tucson.....Tucson Rapid Transit Co.

ARKANSAS.

Fort Smith.....Fort Smith Light & Traction Co.
Little Rock.....Little Rock Railway & Electric Co.
*Pine Bluff.....Citizens' Light & Transit Co.

CALIFORNIA.

*Chico.....Northern Electric Railway Co.
Fresno.....Fresno Traction Co.
§Los Angeles.....Los Angeles Railway Co.
‡Monterey.....Monterey & Pacific Grove Railway Co.
Richmond.....East Shore & Suburban Railway Co.
Sacramento.....Sacramento Electric, Gas & Railway Co.
San Diego.....San Diego Electric Railway Co.
San Francisco.....United Railroads of San Francisco.
San Jose.....San Jose Railway Co.
San Luis Obispo.....Pacific Coast Railway Co.
ΦSanta Cruz.....Coast Counties Light & Power Co.

COLORADO.

§Boulder.....The Northern Colorado Power Co.
Colorado Springs....Colorado Springs & Interurban Ry. Co.
Denver.....The Denver City Tramway Co.
Denver.....The Denver Inter-Mountain Railroad Co.
ΦDenver.....The Denver & South Platte Railway Co.
Grand Junction.....The Grand Junction & Grand River Valley Railway Co.
Pueblo....The Pueblo & Suburban Traction & Lighting Co.
*xTrinidad....The Southern Colorado Power & Railway Co.

CONNECTICUT.

Danbury.....Danbury & Bethel Street Railway Co.
Mystic.....Groton & Stonington Street Railway Co.
ΦNew Haven.....The Connecticut Co.
Warehousepoint..Hartford & Springfield Street Railway Co.

DISTRICT OF COLUMBIA.

Washington.....Capitol Traction Co.
Washington.....Great Falls & Old Dominion Railroad Co.
Washington..Washington, Alexandria & Mt. Vernon Ry. Co.
Washington.....Washington Railway & Electric Co.

FLORIDA.

Jacksonville.....Jacksonville Electric Co.
Key West.....The Key West Electric Co.
Pensacola.....Pensacola Electric Co.
Tampa.....Tampa Electric Co.

GEORGIA.

Athens.....Athens Electric Railway Co.
Atlanta.....Georgia Railway & Electric Co.
Augusta.....Augusta & Aiken Railway Co.
Columbus.....Columbus Railroad Co.
Savannah.....Savannah Electric Co.

HAWAII.

Honolulu.....Honolulu Rapid Transit & Land Co.

ILLINOIS.

Chicago.....Calumet & South Chicago Railway Co.
Chicago.....Chicago City Railway Co.
Chicago.....Chicago Railways Co.
Chicago.....Elgin & Belvidere Electric Co.
Decatur.....Illinois Central Traction Co.
||DeKalb.....DeKalb-Sycamore & Interurban Traction Co.
East St. Louis.....East St. Louis & Suburban Railway Co.
Highwood.....Chicago & Milwaukee Electric Railroad Co.
Joliet.....Chicago & Joliet Electric Railway Co.
Joliet.....Joliet & Southern Traction Co.
Kewanee.....Galesburg & Kewanee Electric Railway Co.
Monmouth.....Rock Island Southern Railroad Co.
*Ottawa.....Northern Illinois Light & Traction Co.
Peoria.....Peoria Railway Terminal Co.
Quincy.....Quincy Horse Railway & Carrying Co.
Rockford.....Rockford & Interurban Railway Co.
Springfield.....Springfield Consolidated Railway Co.
Sterling.....Sterling, Dixon & Eastern Electric Railway Co.
Wheaton.....Aurora, Elgin & Chicago Railroad Co.

INDIANA.

Anderson.....Indiana Union Traction Co.
§Columbus..Indianapolis, Columbus & Southern Traction Co.
Decatur.....The Fort Wayne & Springfield Railway Co.
Evansville.....Evansville Railways Co.
*Evansville..The Evansville & Southern Indiana Traction Co.
Fort Wayne.....Fort Wayne & Wabash Valley Traction Co.
Indianapolis.....The Indianapolis & Cincinnati Traction Co.
ΦIndianapolis.....Indianapolis, Crawfordsville & Western Traction Co.
Indianapolis.....Indianapolis Traction & Terminal Co.
Kendallville.....Toledo & Chicago Interurban Railway Co.
Kokomo.....Kokomo, Marion & Western Traction Co.
New Albany.....Louisville & Southern Indiana Traction Co.
§Portland.....The Muncie & Portland Traction Co.
South Bend..Chicago, Lake Shore & South Bend Railway Co.
South Bend.Chicago, South Bend & Northern Indiana Ry. Co.

Terre Haute.....Terre Haute, Indianapolis & Eastern Traction Co.

IOWA.

ΦAlbia.....Albia Interurban Railway Co.
Burlington.....People's Gas & Electric Co.
*Cedar Rapids.Cedar Rapids & Iowa City Railway & Light Co.
Cedar Rapids.....Cedar Rapids & Marion City Railway Co.
§Clinton.....Clinton Street Railway & Power Co.
Clinton.....Iowa & Illinois Railway Co.
Davenport.....Tri-City Railway Co.
Des Moines.....Des Moines City Railway Co.
Des Moines.....Inter-Urban Railway Co.
Dubuque.....Union Electric Co.
Mason City.....Mason City & Clear Lake Railway Co.
Muscatine.....Citizens' Railway & Light Co.
Sioux City.....Sioux City Service Co.
ΦToledo.....Tama & Toledo Electric Railway & Light Co.

KANSAS.

Hutchinson.....The Hutchinson Interurban Railroad Co.
§Junction City.....Union Light & Power Co.
Kansas City.....The Kansas City-Western Railway Co.
Pittsburg.....Joplin & Pittsburg Railway Co.
Topeka.....Topeka Railway Co.

KENTUCKY.

Lexington.....Lexington Railway Co.
Louisville.....Louisville Railway Co.
Maysville.....Maysville Street Railroad & Transfer Co.
Paducah.....The Paducah Traction Co., Inc.

LOUISIANA.

New Orleans.....New Orleans Railway & Light Co.

MAINE.

Bangor.....Bangor Railway & Electric Co.
*Kennebunk.....Atlantic Shore Line Railway.

Portland.....Portland Railroad Co.
*Rockland..Rockland, Thomaston & Camden Street Railway.

MARYLAND.

Baltimore.....Lorraine Electric Railway Co.
Baltimore.The United Rys. & Electric Company of Baltimore.
Baltimore.....Washington, Baltimore & Annapolis Electric Railway Co.
Frederick.....Frederick & Middletown Railroad Co.

MASSACHUSETTS.

Boston.....Boston & Northern Street Railway Co.
Boston.....Boston & Worcester Street Railway Co.
Boston.....Boston Elevated Railway Co.
Boston.....Old Colony Street Railway Co.
Fitchburg.....Fitchburg & Leominster Street Railway Co.
Gardiner.....Gardiner, Westminster & Fitchburg Street Railroad Co.
Haverhill.....New Hampshire Electric Railways
Holyoke.....Holyoke Street Railway Co.
Lynn.....Nahant & Lynn Street Railway Co.
Maynard...Concord, Maynard & Hudson Street Railway Co.
Milford.....Milford & Uxbridge Street Railway Co.
New Bedford.....Union Street Railway Co.
Newburyport.....Citizens' Electric Street Railway Co.
°Newtonville.....Middlesex & Boston Street Railway Co.
Northampton.....Northampton Street Railway Co.
Plymouth.....Brockton & Plymouth Street Railway Co.
South Walpole.....Norfolk & Bristol Street Railway Co.
Springfield.....Springfield Street Railway Co.
Worcester.....Worcester Consolidated Street Railway Co.

MICHIGAN.

§Adrian.....Adrian Street Railway Co.
Bay City.....Bay City Traction & Electric Co.
Benton Harbor..Benton Harbor-St. Joe Railway & Light Co.
Detroit.....Detroit United Railway
§Escanaba.....Escanaba Traction Co.

Grand Rapids.....Grand Rapids Railway Co.
Holland.....Grand Rapids, Holland & Chicago Railway Co.
Houghton.....Houghton County Traction Co.
Ishpeming.....Marquette County Gas & Electric Co.
Jackson.....Michigan United Railways Co.
Menominee.....Menominee & Marinette Light & Traction Co.
Saginaw.....Saginaw Valley Traction Co.

MINNESOTA.

Duluth.....Duluth Street Railway Co.
Minneapolis.....Minneapolis-St. Paul-Rochester & Dubuque Electric Traction Co.
Minneapolis.....Twin City Rapid Transit Co.
St. Cloud.....Granite City Railway Co.
Winona.....Winona Railway & Light Co.

MISSISSIPPI.

Jackson.....Edwards Hotel & City Railroad Co.
Meridian.....Meridian Light & Railway Co.

MISSOURI.

Kansas City.....Kansas City Railway & Light Co.
St. Joseph.....St. Joseph Railway, Light, Heat & Power Co.
Springfield.....Springfield Traction Co.
Webb City.....Southwest Missouri Railroad Co.

MONTANA.

Butte.....Butte Electric Railway Co.
Great Falls.....Great Falls Street Railway Co.
Helena.....Helena Light & Railway Co.

NEBRASKA.

ΦLincoln.....The Lincoln Traction Co.
Lincoln.....Omaha, Lincoln & Beatrice Railway Co.
Omaha.....Omaha & Council Bluffs Street Railway Co.

NEW HAMPSHIRE.

Concord.....Boston & Maine Railroad Co.
Hampton.....Exeter, Hampton & Amesbury Street Railway
§Manchester.....Manchester Street Railway

NEW JERSEY.

Asbury Park.....Atlantic Coast Electric Railroad Co.
Bridgeton.....Bridgeton & Millville Traction Co.
Edgewater.....New Jersey & Hudson River Ry. & Ferry Co.
Hainesport.....Burlington County Railway Co.
Millville.....Millville Traction Co.
§Morristown.....Morris County Traction Co.
Newark.....Public Service Railway Co.
Sea Isle City.....New Jersey Rapid Transit Co.

NEW MEXICO.

Las Vegas.....Las Vegas Transit Co.

NEW YORK.

Albany.....United Traction Co.
*Binghamton.....Binghamton Railway Co.
Brooklyn.....Brooklyn Heights Railroad Co.
Buffalo.....Buffalo & Lake Erie Traction Co.
Buffalo.....Buffalo, Lockport & Rochester Railway Co.
Elmira.....Elmira Water, Light & Railroad Co.
Fishkill-on-Hudson.....Fishkill Electric Railway Co.
Gloversville....Fonda, Johnstown & Gloversville Railroad Co.
||Ithaca.....Ithaca Street Railway Co.
Kingston.....Kingston Consolidated Railroad Co.
New Brighton.....Richmond Light & Railroad Co.
§New York.....Hudson & Manhattan Railroad
New York.....Interborough Rapid Transit Co.
||New York.....New York & Port Chester Railroad Co.
New York.....South Shore Traction Co.
Poughkeepsie.....Poughkeepsie City & Wappingers Falls Electric Railway Co.
ΦRoslyn.....The New York & North Shore Traction Co.
Rochester.....New York State Railways
Schenectady.....Schenectady Railway Co.
Syracuse.....Syracuse & Suburban Railroad Co.
Syracuse.....Syracuse, Lake Shore & Northern Railroad Co.
Syracuse.....Syracuse Rapid Transit Railway Co.
Utica.....Utica & Mohawk Valley Railway Co.

NORTH CAROLINA.

ΦAsheville.....Asheville & East Tennessee Railroad
Asheville.....Asheville Electric Co.
Charlotte.....Charlotte Electric Railway, Light & Power Co.
Wilmington.....Tidewater Power Co.
Winston-Salem.....Fries Manufacturing & Power Co.

NORTH DAKOTA.

Fargo.....Fargo & Moorhead Street Railway Co.

OHIO.

Akron.....Northern Ohio Traction & Light Co.
Chillicothe...Chillicothe Electric Railroad, Light & Power Co.
Cincinnati.....The Cincinnati Traction Co.
Cincinnati.....Ohio Electric Railway Co.
Cleveland..Cleveland, Southwestern & Columbus Railway Co.
Columbus.....Columbus, Delaware & Marion Railway Co.
Columbus..Columbus, New Albany & Johnstown Traction Co.
Columbus.....Columbus Railway & Light Co.
Columbus.....The Ohio & Southern Traction Co.
Columbus.....The Scioto Valley Traction Co.
||Dayton.....Dayton, Covington & Piqua Traction Co.
Dayton.....The Dayton & Troy Electric Railway Co.
Dayton.....The Dayton, Springfield & Xenia Southern Railway Co.
Dayton.....The People's Railway Co.
East Liverpool.....The East Liverpool Traction & Light Co.
Findlay.....Toledo Urban & Interurban Railway Co.
Pomeroy.....The Ohio River Electric Railway & Power Co.
ΦPortsmouth.....Portsmouth Street Railroad & Light Co.
*Sandusky.....Lake Shore Electric Railway Co.
Springfield.....The Springfield Railway Co.
Steubenville....Steubenville & East Liverpool Railway & Light Co.
Steubenville.....Tri-State Traction Co.
Toledo.....Toledo Railways & Light Co.
Willoughby....Cleveland, Painesville & Eastern Railroad Co.
||Youngstown.....Youngstown & Southern Railway Co.
Youngstown.....Mahoning & Shenango Railway & Light Co.

OKLAHOMA.

Bartlesville.....Bartlesville Inter-Urban Railway Co.
El Reno.....El Reno Interurban Railway Co.
*Enid.....Enid City Railway Co.
Guthrie.....Guthrie Railway Co.
McAlester.....Choctaw Railway & Lighting Co.
Oklahoma City.....Oklahoma Railway Co.

OREGON.

§Astoria.....Astoria Electric Co.
Portland.....Oregon Electric Railway Co.
Portland.....Portland Railway, Light & Power Co.

PENNSYLVANIA.

Allentown.....Lehigh Valley Transit Co.
Altoona.....Altoona & Logan Valley Electric Railway Co.
Butler.....Pittsburg & Butler Street Railway Co.
Chambersburg.....Valley Traction Co.
Charleroi.....Westside Electric Street Railway Co.
Doylestown.....Philadelphia & Easton Electric Railway Co.
Easton.....Easton Transit Co.
*Easton.....The Montgomery Traction Co.
Easton.....Northampton Traction Co.
Erie.....Erie Traction Co.
Hanover.....Hanover & McSherrystown Street Railway Co.
Harrisburg.....Central Pennsylvania Traction Co.
Hazleton.....Wilkes-Barre & Hazleton Railroad Co.
Lancaster.....Conestoga Traction Co.
Lewistown.....Lewistown & Reedsville Electric Railway Co.
Mauch Chunk.....Carbon Transit Co.
§Nazareth.....Allen Street Railway Co.
Newtown.....Bucks County Electric Railway Co.
Oil City.....The Citizens' Traction Co.
Patton.....Northern Cambria Street Railway Co.
§Pen Argyl.....Slate Belt Electric Street Railway Co.
Philadelphia.....Philadelphia & West Chester Traction Co.
Philadelphia.....Philadelphia Rapid Transit Co.
Pittsburgh.....Pittsburgh Railways Co.

Pittsburgh.....West Penn Railways Co.
Pottsville.....Eastern Pennsylvania Railways Co.
Pottsville.....Schuylkill & Dauphin Traction Co.
Reading.....United Traction Co.
Scranton.....The Northern Electric Street Railway Co.
Scranton.....Scranton Railway Co.
§Sunbury..Sunbury & Selinsgrove Electric Street Railway Co.
Tarentum.....Allegheny Valley Street Railway Co.
West Chester.....West Chester Street Railway Co.
Wilkes-Barre..Wilkes-Barre & Wyoming Valley Traction Co.
Williamsport.....Williamsport Passenger Railway Co.
York.....York Railways Co.

RHODE ISLAND.

Providence.....Providence & Danielson Railway Co.

SOUTH CAROLINA.

Charleston.....Charleston Consolidated Railway, Gas & Electric Co.
Spartanburg.....Spartanburg Railway, Gas & Electric Co.

SOUTH DAKOTA.

§Sioux Falls.....Sioux Falls Traction System

TENNESSEE.

Chattanooga.....Chattanooga Railway & Light Co.
Knoxville.....Knoxville Railway & Light Co.
Memphis.....Memphis Street Railway Co.
Nashville.....Nashville Interurban Railway
Nashville.....Nashville Railway & Light Co.

TEXAS.

Austin.....Austin Electric Railway Co.
Beaumont.....Beaumont Traction Co.
Dallas.....Dallas Consolidated Electric Street Railway Co.
Dallas.....Texas Traction Co.
Denison.....Denison & Sherman Railway Co.
El Paso.....El Paso Electric Railway Co.

Fort Worth.....Northern Texas Traction Co.
Galveston.....Galveston Electric Co.
Houston.....Houston Electric Co.
Laredo.....The Laredo Electric & Railway Co.
San Antonio.....The San Antonio Traction Co.

UTAH.

Salt Lake City.....Utah Light & Railway Co.

VERMONT.

Brattleboro.....Twin State Gas & Electric Co.
||Rutland.....Rutland Railway, Light & Power Co.

VIRGINIA.

Hampton..Newport News & Old Point Railway & Electric Co.
Lynchburg.....Lynchburg Traction & Light Co.
Norfolk.....Norfolk & Portsmouth Traction Co.
=Richmond.....Virginia Railway & Power Co.
Roanoke.....Roanoke Railway & Electric Co.

WASHINGTON.

Aberdeen.....Gray's Harbor Railway & Light Co.
Bellingham.....Whatcom County Railway & Light Co.
Everett.....Everett Railway, Light & Water Co.
North Yakima.....Yakima Valley Transportation Co.
Olympia.....Olympia Light & Power Co.
Seattle.....The Seattle Electric Co.
Spokane.....Spokane Traction Co.
Spokane.....The Washington Water Power Co.
*Tacoma.....Pacific Traction Co.
Tacoma.....Tacoma Railway & Power Co.
Walla Walla.....Northwestern Corporation

WEST VIRGINIA.

Bluefield.....Bluestone Traction Co.
Fairmont.....Fairmont & Clarksburg Traction Co.
Fairmont.....Fairmont & Mannington Railroad Co.
Huntington.....Ohio Valley Electric Railway Co.
Wheeling.....Wheeling Traction Co.

WISCONSIN.

Fond du Lac.....Eastern Wisconsin Railway & Light Co.
Green Bay.....Green Bay Traction Co.
Madison.....Southern Wisconsin Railway Co.
Sheboygan.....Sheboygan Light, Power & Railway Co.

PHILIPPINE ISLANDS.

Manila.....Manila Electric Railroad & Light Co.

PORTO RICO.

San Juan.....San Juan Light & Transit Co.

CANADA.

||Edmonton, Alberta.....Edmonton Radial Railway Co.
Goderich, Ontario.....Ontario West Shore Railway Co.
Halifax, Nova Scotia....Halifax Electric Tramway Co., Ltd.
London, Ontario.....South-Western Traction Co.
Montreal, Quebec.....Montreal Street Railway Co.
Ottawa, Ontario.....Ottawa Electric Railway Co.
Peterborough, Ontario.The Peterborough Radial Railway Co.
St. John, New Brunswick.....The St. John Railway Co.
Sault Ste. Marie, Ontario.....Trans-St. Mary's Traction Co.
Sidney, Nova Scotia.....Cape Breton Electric Co., Ltd.
Toronto, Ontario.....Toronto Railway Co.
Vancouver, British Col.....British Columbia Electric Railway Co., Ltd.
Winnipeg, Manitoba.....Winnipeg Electric Railway Co.

MEXICO.

City of Mexico.....Mexico Tramways Co.
Monterey, Nuevo Leon.....Monterey Railway, Light & Power Co.
Puebla.....Puebla Tramway, Light & Power Co.

BRAZIL.

§Sao Paulo....Sao Paulo Tramway, Light & Power Co., Ltd.

ASSOCIATE MEMBERS.

(Arranged Alphabetically According to Names.)

*Allied with Engineering Association.
†Wearing Associate Membership Pin.

*Abbott, Fred. H., Electrical Engineer, Houghton County Traction Co., Houghton, Mich.

†Achelpohl, W. J., Auditor, Quincy Horse Railway & Carrying Co., Peoria, Ill.

*Ackerman, E. O., Engineer Maintenance of Way, The Columbus Railway & Light Co., Columbus, Ohio.

Acton, L. R., Auditor for Chief Engineer, Board of Supervising Engineers, Chicago Traction, 181 La Salle Street, Chicago, Ill.

*†Adams, H. H., Superintendent, Rolling Stock and Shops, Metropolitan Street Railway Co., New York, N. Y.

Adams, T. S., Division Master Mechanic, Public Service Railway Co., Elizabeth, N. J.

†Adreon, E. L., District Manager, Westinghouse Traction Brake Co., St. Louis, Mo.

Ailes, M. E., Director, Washington Railway & Electric Co., Washington, D. C.

*Alden, Chas. A., Street Railway Engineer, Pennsylvania Steel Co., Steelton, Pa.

†Allen, C. Loomis, Vice-President and General Manager, Utica & Mohawk Valley Railway Co., Utica, N. Y.

Ames, Azel, Kerite Insulating Wire & Cable Co., New York, N. Y.

Ames, John McE., Mechanical Engineer, American Car & Foundry Co., New York, N. Y.

Anderson, Edw. H., Designing Engineer, General Electric Co., Schenectady, N. Y.

Anderson, Henry W., Vice-President, Virginia Railway & Power Co., Richmond, Va.

Anderson, Paul, Kansas City Southern Railway, Kansas City, Mo.

*†Andrew, Jas. D., Superintendent of Power Stations, Boston Elevated Railway Co., Boston, Mass.

Andrews, C. B., Taylor Iron & Steel Co., Highbridge, N. J.

†Angerer, Victor, Vice-President and General Manager, Wm. Wharton, Jr., & Co., Philadelphia, Pa.

*Armstrong, J. R. C., Electrical Engineer, Metropolitan Street Railway Co., 775 Seventh Avenue, New York, N. Y.

Arnold, Frank L., Secretary, Alliance Against Accident Fraud, 56 Pine Street, New York, N. Y.

Ashe, Sydney W., 1134 Pacific Street, Brooklyn, N. Y.

†Ashhurst, Lewis R., Jr., Manager of Street Railway Department, Wm. Wharton, Jr., & Co., Philadelphia, Pa.

*Ashton, William, Consulting Engineer, Utah Light & Railway Co., 40 South Street, Salt Lake City, Utah.

*Ashworth, James S., Master Mechanic, Northern Ohio Traction & Lighting Co., Cuyahoga Falls, Ohio.

†Atwater, Fred, Treasurer, Columbia Nut and Bolt Co., Bridgeport, Conn.

†Austin, George E., General Manager, General Engineering Co., New York, N. Y.

†Bacon, C. G., Jr., Wheel Engineer, Carnegie Steel Co., Pittsburgh, Pa.

†Bacon, F. W., General Manager, New Jersey & Hudson River Railway & Ferry Co., Edgewater, N. J.

Badger, J. S., Manager, Brisbane Tramway Co., Ltd., Brisbane, Queensland, Australia.

Baer, Harry E., General Manager, Toch Brothers, 320 Fifth Avenue, New York, N. Y.

†Bailey, F. A., Division Superintendent, Public Service Railway Co., Camden, N. J.

Bailey, J. L., Treasurer, Consolidated Gas, Electric Light & Power Co. of Baltimore, Baltimore, Md.

†Bailey, J. W., Assistant Superintendent, Ogden Rapid Transit Co., Ogden, Utah.

*Baker, C. F., 146 Jewett Street, Newton, Mass.

†Baker, Edwin H., New York Representative, Galena Signal Oil Co., 26 Broadway, New York, N. Y.

†Bamberger, Sidney M., Vice-President, Salt Lake & Ogden Railway Co., Salt Lake City, Utah.

Barber, Edw. A., Barber Car Co., York, Pa.

†Barbey, F. A., Railroad Supplies, Boston, Mass.

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